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# Views of the Royal Canadian Navy 2022-23 Baseline Study

## Final Report

Prepared for the Royal Canadian Navy

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Canada

# Views of the Royal Canadian Navy – 2022-23 Baseline Study

## Final Report

Prepared for the Royal Canadian Navy

Supplier name: Earnscliffe Strategy Group  
February 2023

This public opinion research report presents the results of an online survey and focus groups conducted concurrently by Earnscliffe Strategy Group on behalf of the Royal Canadian Navy. The fieldwork for the quantitative research was conducted in November 2022 and in February 2023 for the qualitative research.

Cette publication est aussi disponible en français sous le titre : *Points de vue sur la Marine royale canadienne - Étude de base 2022-23*

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## Executive summary

Earnscliffe Strategy Group (Earnscliffe) is pleased to present this report to the Royal Canadian Navy (RCN) to undertake opinion research that will establish a baseline of public views of this environment within the Canadian Armed Forces (CAF).

The Royal Canadian Navy (RCN, or referred to as “the Navy” for the purposes of this research) is a part of National Defence and the Canadian Armed Forces (CAF). The Navy is Canada’s fighting force at sea, deterring conflict and defending the nation’s values. Wherever it operates, the Navy promotes Canada’s economic prosperity and, alongside our allies, protects the rules-based international order.

According to the “Views of the CAF Tracking Study”, public opinion research (POR) indicated that the awareness and familiarity with the RCN is relatively low. This POR project will assist the Government of Canada, specifically, the Department of National Defence to better understand public perceptions and attitudes towards the RCN and inform communication planning with an aim to better inform Canadians about the role of the RCN. The contract value for this project was \$128,413.65 including HST.

To that end, the primary objective of this research was to provide the Department of National Defence with insights into Canadians’ overall awareness, perceptions, and concerns about the RCN to develop policies, programs, services, and initiatives such as Canada’s Defence Policy and Canada’s military role internationally.

To meet the current objectives, Earnscliffe conducted a two-phased research program involving both quantitative and qualitative research.

The quantitative phase involved an online survey of 2,492 Canadians aged 18 and older, including 150 Indigenous Canadians and 769 Canadians who identify as an ethnic or cultural minority. The online survey was conducted using Leger’s opt-in panel between November 22 and 27, 2022. The online survey was completed in either English or French and took an average of 10 minutes to complete.

Respondents for the online survey were selected from among those who have volunteered to participate in online surveys. The data was weighted to reflect the demographic composition of the Canadian population aged 18 and older. Because the online sample is based on those who initially self-selected for participation in the panel, no estimates of sampling error can be calculated, and the results cannot be described as statistically projectable to the target population. The treatment here of the non-probability sample is aligned with the Standards for the Conduct of Government of Canada Public Opinion Research - Online Surveys. Appendix A provides full details on the survey methodology and Appendix C provides the survey instrument used.

For the second phase, qualitative research was undertaken, which included a series of twelve focus groups between February 6 and 8, 2023. Two groups were held with residents of each of five cities (Moncton, Montreal, Toronto, Winnipeg, and Vancouver) with one group among

residents aged 18 to 34 and the other group among those aged 35 to 65 years. Two additional groups were held exclusively among Indigenous participants, one with residents of Eastern Canada (all provinces east of Manitoba) and one with residents of Western Canada (all provinces west of Ontario). Three groups were conducted in French (both groups with residents of Montreal and one of the groups with residents of Moncton among those aged 35 to 65), while all other groups were conducted in English. Participants from official language minority communities were accommodated in their preferred language. Groups were recruited based on the official language with which they were most comfortable, as well as their geographic location to accommodate time zone differences. Any participant recruited for one language group who expresses preference for the other was invited to a different group that fits their language and time zone preferences.

The focus groups were standard groups, 90 minutes in length conducted using the Zoom meetings platform, with between four (4) and eight (8) participants in each. Participants were asked for written consent for all sessions to be recorded. To encourage full participation, participants were given an honorarium of \$100. Arrangements were made to permit observers to observe all sessions virtually.

It is important to note that qualitative research is a form of scientific, social, policy, and public opinion research. Focus group research is not designed to help a group reach a consensus or to make decisions, but rather to elicit the full range of ideas, attitudes, experiences, and opinions of a selected sample of participants on a defined topic. Because of the small numbers involved, the participants cannot be expected to be thoroughly representative in a statistical sense of the larger population from which they are drawn, and findings cannot reliably be generalized beyond their number. As such, results are directional only.

The key findings from the research are presented below.

## Awareness and impressions of the RCN

- Top-of-mind descriptors of the RCN among survey respondents are primarily descriptors that can be described as neutral (45%) or positive (43%). Fewer than one-fifth (17%) used at least one negative descriptor.
- Among focus group participants, two main themes emerged when asked what first came to mind when they thought of the RCN: neutral words that related to ships and protection, or favourable words that related to the people who serve in the RCN.
- More survey respondents are not familiar with the CAF and its environments than they are familiar. At 30%, familiarity with the RCN is the lowest among the environments.
- A majority of survey respondents have a positive impression of the CAF (58% positive), its environments (Army 58%; RCAF 56%; RCN 52%) and, especially of RCN members (63%). Few have a negative impression of any.
- When focus group participants were asked how familiar they are with the RCN, most indicated that they did not really know much and virtually no one went so far as to say they were very familiar.

- Despite not having much familiarity with the RCN, when asked their impression of the people who serve in it, focus groups participants' responses were decidedly favourable. Adjectives used tended to be admirable traits such as courageous, disciplined, brave, dedicated, strong, and people who have sacrificed.
- Approximately half of survey respondents (52%) believe that the RCN is a source of pride for Canadians. Three in ten (31%) hold a neutral position, and one in ten respondents believe the RCN is not a source of pride (9%) or did not provide a rating (9%).
- While most survey respondents (61%) do not see themselves joining the RCN, more respondents have positive than negative impressions of the RCN for its variety of jobs (60% versus 3%), its Canadian values (58% versus 6%) and its alignment with respondents' personal values (35% versus 12%).
- Slightly more than half of survey respondents agree that the RCN is as good a career choice for visible minorities (54%) and women (53%) as anyone else. At one-third (35%), fewer would say the same for the 2SLGBTQIA+ community.
- Four in ten survey respondents (39%) say they are concerned about systemic racism within the RCN, and one-quarter (26%) believe that the RCN handles misconduct related to racist, sexist, or hateful conduct well.
- When focus group participants were asked if all segments of society are proportionately represented in the RCN, views were mixed, and some felt there were limitations to the level of comfort some might feel if they were to enter the RCN, including those in the 2SLGBTQIA+ community, as well as women (though less so). In terms of cultural diversity, there were fewer who felt the RCN posed discomfort.
- Some participants seemed to feel there are likely the right policies in place to welcome, protect and provide comfort to all members, but there may still be lingering cultural aspects that may not yet be fully living up to the spirit of those policies.

## Roles of the RCN

- Over six in ten survey respondents (63%) believe the RCN is essential, while few believe that the RCN is no longer needed (6%). One-fifth (18%) of respondents hold a neutral position of the importance of the RCN.
- Asked for their understanding of the RCN's main role or mission, though lacking in confidence in their responses, focus group participants tended to describe it as the military force protecting Canadian waterways, shores, and people.
- After being shown RCN's mission, reactions from focus group participants were consistent from group to group. The fact that the RCN was "the fighting force at sea" and were tasked with protecting Canadians came as no surprise to almost all participants. What was a little more surprising, though participants explained that upon reflection it made sense, was the RCN's role in promoting economic prosperity and defending Canadian values.

- A majority of survey respondents believe the RCN is tasked with defending Canada (76%), securing the future against threats (56%) and making the world safer (53%). Fewer than half believe the RCN represents part of our national identity (44%), has a role in diplomacy (33%) or protects our economy (22%).
- On balance, survey respondents believe each role the RCN plays is at least somewhat important, and especially defending Canada (81%), securing the future against threats (78%) and making the world safer (74%). Only a handful of respondents believe any of the roles are not important.
- Views on how well the RCN is performing against its mission were typically qualified, with many focus group participants feeling unable to provide an assessment, citing their lack of knowledge. Many explained that they could only assume they are performing well, on the basis that they believe they would hear if the RCN was failing at their mission.

## Attitudes towards recruitment and joining the RCN

- Among survey respondents, the appeal of a career in the RCN is slightly higher than of the Army (49% and 44% appealing, respectively), and is lower than that of the RCAF (54%).
- Over half of survey respondents (54%) say they would have a favourable reaction to a friend or family member joining the RCN. Three in ten (29%) would have a neutral reaction, while one in ten (11%) say they would have an unfavourable reaction.
- Among younger survey respondents (that is, those 18 to 34 years of age), approximately one-fifth are aware of the opportunities available (21%), are interested in joining (19%), and say they are likely to join the RCN (22%).
- Hardly any youth in the focus groups indicated they would be interested in a career in the RCN, but a few had considered it in the past. The numbers who had considered it were similar among the participants aged 35-65 years, but asked if they would recommend it, the older participants tended to say they would to someone who expressed an interest in serving.
- Most focus group participants admitted they do not have a good sense of what a career in the RCN would be like, and often inferred combat roles. When pressed to think about what it might be like in this context, some did say that the RCN must have a variety of options for people, though most do not consider these roles when reflecting on a job in the RCN.
- Focus group participants generally found it easy to name benefits and drawbacks of a career in the RCN. A few benefits came up regularly including a pension and health benefits, an assumption that the pay is good, that it was a long-term career, in which education and training were provided, and opportunities for advancement. The common drawbacks mentioned were risk of death or injury, being away from home and family for extended periods, seasickness and cramped living quarters (on ships).

- Presented with the concept of a new Naval Experience Programme (NEP), reactions were almost universally positive. Participants felt this was a good way to “test-drive” being in the RCN without “signing your life away.” Some offered the rationale that a person could have a gap year, or want to make a career change, and make some money while learning about the RCN.
- Three NEP communications concepts (posters) were shown to focus group participants and for the most part, they were not seen as hitting the mark. Of the three shown, the poster depicting Navy members in a ship’s navigation centre was the most appealing as it depicted a likely experience, while the impressions of the posters of members doing yoga on a ship or navigating an inflatable boat were mostly negative. They were seen as not taking the role seriously and somewhat misleading in projection of a career in the RCN.

## Communication needs and preferences

- About half of survey respondents (48%) say they are interested in learning more about the RCN. Among those who have some level of interest, the largest proportions would prefer to hear about the RCN through traditional media (for example, news 35%, television 34%) or online (that is, the RCN website 27% or social media 22%).
- When asked, many focus group participants claimed they would be interested in learning more about the RCN, expressing that they would be most interested in learning what the Navy is actually doing and what life is like in the RCN.
- Ads appearing in their social media feeds or on television are typically mentioned as the best places to intercept focus group participants with outreach.
- One in ten survey respondents (11%) follow the RCN on at least one social media platform, with similar associations for each YouTube (5%), Facebook (5%), Instagram (4%) and Twitter (2%).
- Focus group participants were shown a 90-second video promoting the RCN and were asked to provide their reactions to it, which resulted in more favourable than unfavourable reactions, usually among those who described the video as powerful and cool.
- That said, some focus group participants did not appreciate the more aggressive, intense and/or military aspects. Furthermore, some felt it displayed tokenism at times, particularly the image of a lesbian couple and an Indigenous ceremony, and there were some who noted they saw few, if any, people of colour.
- For some focus group participants, this 90-second video was their deepest introduction to the RCN. They explained that it gave them a little information but left them wanting to know more. Specifically, they wanted to see those serving doing what they do in the RCN and firsthand testimonials.

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Contract value: \$171,545.30

Contract award date: October 12, 2022



I hereby certify as a representative of Earnscliffe Strategy Group that the final deliverables fully comply with the Government of Canada political neutrality requirements outlined in the Communications Policy of the Government of Canada and Procedures for Planning and Contracting Public Opinion Research. Specifically, the deliverables do not include information on electoral voting intentions, political party preferences, standings with the electorate or ratings of the performance of a political party or its leaders.

Signed:

Date: February 24, 2023

A handwritten signature in black ink, appearing to read "Doug Anderson", with a long horizontal flourish extending to the right.

Doug Anderson  
Principal, Earnscliffe

## Introduction

Earnscliffe Strategy Group (Earnscliffe) is pleased to present this report to the Royal Canadian Navy (RCN) to undertake opinion research that will establish a baseline of public views of this environment within the Canadian Armed Forces (CAF).

The Royal Canadian Navy (RCN; “Navy”) is a part of National Defence and the Canadian Armed Forces (CAF). The Navy is Canada’s fighting force at sea, deterring conflict and defending the nation’s values. Wherever it operates, the Navy promotes Canada’s economic prosperity and, alongside our allies, protects the rules-based international order.

According to the “Views of the CAF Tracking Study”, public opinion research (POR) indicated that the awareness and familiarity with the RCN is relatively low. This POR project will assist the Government of Canada and the Minister of National Defence to better understand public perceptions and attitudes towards the Navy and inform communication planning with an aim to better inform Canadians about the role of the RCN.

To that end, the primary objective of this research was to provide the Government of Canada and the Minister of National Defence with insights into Canadians’ overall awareness, perceptions, and concerns about the RCN to develop policies, programs, services, and initiatives such as Canada’s Defence Policy and Canada’s military role internationally.

The specific objectives of the baseline study included:

- Developing a baseline knowledge for the views, knowledge, and expectations that Canadians hold regarding the RCN;
- Understanding perceptions of and attitudes towards the RCN;
- Identifying interest in joining the RCN; and
- Assess awareness of the RCN as an institution.

To meet the current objectives, Earnscliffe conducted a two-phased research program involving both quantitative and qualitative research.

The quantitative phase involved an online survey of 2,492 Canadians aged 18 and older, including 150 Indigenous Canadians and 769 Canadians who identify as an ethnic or cultural minority. The online survey was conducted using Leger’s opt-in panel between November 22 and 27, 2022. The online survey was completed in either English or French and took an average of 10 minutes to complete.

Respondents for the online survey were selected from among those who have volunteered to participate in online surveys. Because the online sample is based on those who initially self-selected for participation in the panel, no estimates of sampling error can be calculated, and the results cannot be described as statistically projectable to the target population. The treatment here of the non-probability sample is aligned with the Standards for the Conduct of Government of Canada Public Opinion Research - Online Surveys.

The final data were weighted to replicate actual population distribution by region, age, and gender according to the most recent Census data available. Appendix A provides full details on the survey methodology and Appendix C provides the survey instrument used.

For the second phase, qualitative research was undertaken, which included a series of twelve focus groups between February 6 and 8, 2023. Two groups were held with residents of each of five cities (Moncton, Montreal, Toronto, Winnipeg, and Vancouver) with one group among residents aged 18 to 34 and the other group among those aged 35 to 65 years. Two additional groups were held exclusively among Indigenous participants, one with residents of Eastern Canada (all provinces east of Manitoba) and one with residents of Western Canada (all provinces west of Ontario). Three groups were conducted in French (both groups with residents of Montreal and one of the groups with residents of Moncton among those aged 35 to 65), while all other groups were conducted in English. Any participant recruited for one language group who expresses preference for the other was invited to a different group that fits their language and time zone preferences. Please refer to the recruitment screener in the Appendix D of this report for all relevant screening and qualifications criteria.

The sessions were approximately 90 minutes in length. Focus group participants were given an honorarium (\$100) as a token of appreciation for their time. Appendix B provides greater detail on how the groups were recruited, while Appendix E provides the discussion guide used for the focus groups and Appendix D provides the screener used for recruiting the focus group participants.

It is important to note that qualitative research is a form of scientific, social, policy, and public opinion research. Focus group research is not designed to help a group reach a consensus or to make decisions, but rather to elicit the full range of ideas, attitudes, experiences, and opinions of a selected sample of participants on a defined topic. Because of the small numbers involved, the participants cannot be expected to be thoroughly representative in a statistical sense of the larger population from which they are drawn, and findings cannot reliably be generalized beyond their number. As such, results are directional only.

The detailed findings from this research are presented in subsequent sections of this report. Appended to this report are the research instruments and data tables (presented under a separate cover).

## Detailed findings

The following report presents the analysis of the quantitative and qualitative research to formulate a baseline to assess changes in the perspective of Canadians concerning the RCN and related national security issues. The results of each phase of research are presented together beginning with the quantitative results which provides an understanding of the public's awareness, impressions, and intentions; followed by the qualitative results which provides the nuance to understand what and how those views are informed.

The report is divided into four sections: Awareness and impressions of the RCN; Role of the RCN; Attitudes towards recruitment and joining the RCN; and Communications needs and preferences.

The term “respondent” and present tense is used when quantitative (survey) results are discussed, and “participant” and past tense when qualitative (focus group) results are discussed.

For the purposes of this report, the key segments are respondents' ethnic or cultural identity (that is, Indigenous, other ethnic or visible minority, and white), age (that is, ‘younger’ respondents 18 to 34 years, and ‘older’ respondents 35 years or older), and gender identify (that is, those who identify as male or female). Further, analyses were conducted to see what, if any, differences exist beyond the demographic characteristics identified above, including region, language, and education inter alia; as well as familiarity and impression of the RCN.

Column labels have been provided to identify statistically significant results within the included tables. Letters that are depicted under percentages indicate results that are significantly different than those found in the specific comparison columns indicated by the letter in the Column Labels. Unless otherwise noted, differences highlighted are statistically significant at the 95% confidence level. The statistical test used to determine the significance of the results was the Z-test. Due to rounding, results may not add to 100%. The response options “Don't know” and “prefer not to respond” are denoted by DK/NR.

Details about the survey design, methodology, sampling approach, and weighting of the results may be found in the quantitative methodology report in Appendix A. Details about the qualitative methodology can be found in Appendix B. Appended data tables (under separate cover) provide results of findings across a much broader range of demographics and attitudes.

## Section A: Awareness and impressions of the Royal Canadian Navy

To better understand overall, unaided, perceptions of the RCN, survey respondents and focus group participants were asked a series of questions that related to their familiarity and impressions of the CAF and the RCN, specifically.

### Describing the Royal Canadian Navy

To start the survey, respondents were asked to consider the RCN and provide three words they would use to describe it.

Given that the question was posed prior to any stimulus, it may not be surprising that the top-of-mind descriptors of the RCN are wide-ranging; the top of which – being words like hardworking, tough, or strong – is shared by only 10% of respondents. Further analysis reveals that a plurality of respondents (43%) provided at least one positive descriptor (for example, hardworking, courage, admirable), while fewer than one-fifth (17%) used at least one negative descriptor (for example, underfunded, outdated). Neutral descriptors were provided by 45% of respondents (for example, military, defense, ship).

Respondents who are an ethnic or visible minority are significantly less likely to provide at least one negative descriptor for the RCN (at 10%, compared to 18% of Indigenous respondents and 19% of respondents who are white). Older respondents are more likely to provide at least one positive descriptor (44%), compared to younger adults (38%) who were more likely to be unsure how to describe the RCN (43%). Respondents who identify as male were more likely to provide at least one negative response (23%), whereas those who identify as female were more likely to say they were not sure how to describe the RCN (39%).

Exhibit A1. Q7: What three words would you use to describe the Royal Canadian Navy (RCN)?  
Base: All respondents (n=2,492).

Column %	Total	Ethnic/cultural identity			Age		Gender identity	
		Indigenous	Other ethnic / visible minority	White	18-34	35+	Male	Female
Net: Positive	43%	38%	45%	43%	38%	44%	43%	43%
	-	-	-	-	-	E	-	-
Net: Neutral	45%	38%	41%	47%	44%	45%	46%	43%
	-	-	-	C	-	-	-	-
Net: Negative	17%	18%	10%	19%	8%	20%	23%	11%
	-	C	-	C	-	E	H	-
Hardworking / tough / strong	10%	14%	11%	9%	12%	9%	8%	12%
	-	-	-	-	F	-	-	G
Courage / courageous / brave	9%	7%	12%	8%	11%	9%	9%	9%
	-	-	D	-	-	-	-	-
Military / army	9%	9%	7%	10%	11%	8%	10%	8%
	-	-	-	C	-	-	-	-
Defense / security	9%	10%	10%	8%	8%	9%	8%	9%
	-	-	-	-	-	-	-	-
	8%	7%	4%	10%	2%	11%	13%	4%

Underfunded / underequipped	-	-	-	C	-	E	H	-
Admirable / pride	8%	5%	6%	9%	5%	9%	10%	6%
	-	-	-	B C	-	E	H	-
Ship / boat	8%	5%	5%	9%	9%	7%	9%	6%
	-	-	-	B C	-	-	H	-
Marine / ocean / water	7%	6%	5%	8%	8%	7%	8%	7%
	-	-	-	C	-	-	-	-
Canada / Canadian	6%	3%	7%	6%	7%	6%	6%	7%
	-	-	B	B	-	-	-	-
Reliable / trustworthy / honest	6%	7%	6%	5%	6%	6%	5%	6%
	-	-	-	-	-	-	-	-
Loyal	6%	5%	8%	5%	4%	6%	5%	6%
	-	-	D	-	-	-	-	-
Outdated / old	5%	8%	3%	6%	3%	6%	8%	3%
	-	-	-	C	-	E	H	-
Competent / confident / trained	5%	5%	4%	6%	3%	6%	5%	5%
	-	-	-	-	-	E	-	-
Small	5%	5%	3%	5%	2%	6%	7%	2%
	-	-	-	C	-	E	H	-
Historic / traditional	5%	1%	3%	5%	2%	5%	5%	4%
	-	-	-	B C	-	E	-	-
Disciplined	4%	3%	4%	5%	5%	4%	3%	6%
	-	-	-	-	-	-	-	G
Soldier / sailor	4%	2%	3%	4%	4%	4%	3%	4%
	-	-	-	-	-	-	-	-
Good / great / awesome	3%	4%	5%	3%	4%	3%	3%	3%
	-	-	D	-	-	-	-	-
Professional/smart	3%	1%	3%	3%	2%	4%	4%	2%
	-	-	-	B	-	E	H	-
Honourable	3%	5%	3%	3%	1%	4%	4%	2%
	-	-	-	-	-	E	-	-
Royal / prestigious	3%	1%	4%	3%	4%	3%	4%	2%
	-	-	B	B	-	-	H	-
Useless / weak / ineffective	3%	5%	2%	3%	1%	4%	4%	2%
	-	-	-	-	-	E	H	-
Dedicated	3%	5%	2%	3%	0%	4%	3%	3%
	-	-	-	-	-	E	-	-
Necessary / needed	3%	2%	2%	3%	1%	4%	3%	2%
	-	-	-	-	-	E	-	-
Patriot / patriotic	3%	2%	4%	2%	3%	2%	2%	3%
	-	-	-	-	-	-	-	-
Unknown / unfamiliar / invisible	2%	2%	2%	3%	1%	3%	2%	2%
	-	-	-	-	-	E	-	-
Respected	2%	2%	2%	3%	2%	3%	2%	2%
	-	-	-	-	-	-	-	-
War / fight	2%	2%	1%	2%	3%	2%	2%	2%
	-	-	-	-	-	-	-	-
Service	2%	3%	1%	2%	1%	2%	2%	2%
	-	-	-	C	-	E	-	-
Hero / heroic	2%	0%	2%	2%	2%	2%	2%	2%
	-	-	B	B	-	-	-	-
Helpful	1%	1%	2%	1%	1%	2%	1%	2%

	-	-	-	-	-	-	-	-
Blue	1%	0%	2%	1%	1%	1%	0%	2%
	-	-	B	B	-	-	-	G
Men / boy's club	1%	2%	1%	1%	0%	1%	0%	2%
	-	-	-	-	-	E	-	G
Important	1%	1%	0%	1%	1%	1%	1%	1%
	-	-	-	-	-	-	-	-
Adventure / adventurous	1%	1%	0%	1%	0%	1%	1%	0%
	-	-	-	-	-	-	H	-
Uniforms	1%	1%	0%	1%	1%	1%	0%	1%
	-	-	-	-	-	-	-	-
Other	19%	20%	19%	19%	19%	19%	22%	17%
	-	-	-	-	-	-	H	-
DK/NR	34%	40%	40%	32%	43%	31%	30%	39%
	-	-	D		F	-	-	G
Sample size (n)	2492	150	769	1546	690	1802	1220	1262
Column labels	A	B	C	D	E	F	G	H

### Qualitative insights: Describing the Royal Canadian Navy

The focus groups began with an exercise in which participants were asked to share (in the chat) what first comes to mind when they think of the RCN. The responses included a variety of suggestions but tended to revolve around two main themes: neutral words that related to ships and protection (of our waterways), or favourable words (for example, brave and strong) that related to the people who serve in the RCN. At this point in the discussion, only a handful of participants provided a response that could be interpreted as negative such as relocation, war, and old equipment or fleet.

### Familiarity with the Canadian Armed Forces and its three environments

Respondents were asked to say how familiar they are with the CAF and each of its three environments using a four-point categorical scale ranging from very familiar to not at all familiar. This question reveals that more respondents are not familiar with the CAF and its environments than are familiar, and only 6% or fewer say they are 'very familiar' with any. Familiarity with the CAF is slightly higher than the Army (42% versus 41%), though both top the list by a sizable margin. One third of respondents (33%) say they are familiar with the RCAF, and at 30%, familiarity with the RCN is the lowest among the environments.

Exhibit A2. Q8-11: Overall, how familiar would you say you are with the following?  
Base: All respondents (n=2,492).

Row %	Net: Familiar	Very familiar	Somewhat familiar	Not very familiar	Not at all familiar	DK/NR
Canadian Armed Forces (CAF)	42%	6%	36%	41%	16%	1%
Canadian Army	41%	6%	35%	42%	16%	1%
Royal Canadian Air Force (RCAF)	33%	5%	28%	43%	23%	1%
Royal Canadian Navy (RCN)	30%	4%	25%	43%	27%	1%

Familiarity of the CAF and its environments is similar across age groups, with exception of the RCAF, where more older respondents say they are familiar than younger adults (34% versus 30%).

Consistently, respondents who identify as male are more familiar than those who identify as female when it comes to the CAF and its environments. Half of males (49%) say they are familiar with the CAF (compared to 36% of females). Consistent with familiarity levels among the general population, the lowest level of familiarity among males is for the RCN (at 38%), though is still significantly higher than among females (22%).

Exhibit A3. Q8-11: Overall, how familiar would you say you are with the following?  
Base: All respondents (n=2,492).

Column % % familiar	Total	Ethnic/cultural identity			Age		Gender identity	
		Indigenous	Other ethnic / visible minority	White	18-34	35+	Male	Female
Canadian Armed Forces (CAF)	42%	49%	40%	43%	40%	43%	49%	36%
	-	-	-	-	-	-	H	-
Canadian Army	41%	48%	41%	41%	38%	42%	47%	35%
	-	-	-	-	-	-	H	-
Royal Canadian Air Force (RCAF)	33%	41%	33%	33%	30%	34%	42%	24%
	-	-	-	-	-	E	H	-
Royal Canadian Navy (RCN)	30%	37%	29%	29%	27%	31%	38%	22%
	-	-	-	-	-	-	H	-
Sample size (n)	2492	150	769	1546	690	1802	1220	1262
Column labels	A	B	C	D	E	F	G	H

Other demographic differences:

- Respondents who live in Atlantic Canada claim higher levels of familiarity with the CAF and each of its environments than respondents in other regions of Canada. Conversely, respondents who reside in Quebec claim lower familiarity for each, than respondents across the country.
- Looking at language, those who completed the survey in English claim higher familiarity for each than those who opted to complete the survey in French.
- Familiarity with the CAF and each of its environments is higher among respondents who know a member or veteran of the RCN than those who do not.

Qualitative insights: Familiarity with the Canadian Armed Forces and its three environments

Participants were then asked how familiar they are with the RCN and how they came to that level of familiarity. Most participants indicated that they did not really know much about the RCN, if anything. However, there were some who felt they were somewhat familiar. Among those participants, the most common sources of that familiarity came from having a family member or friend having served in the Canadian Armed Forces, from what they saw on television or in movies, or from school-aged education and experiences (including a few who



mentioned the cadets). Virtually no one went so far as to say they were very familiar.

Further probing revealed that the self-assessment of low familiarity was not simply humility. Participants could rarely offer much detail about what they know, often limited to indicating it is the military branch that serves on water. A handful of participants indicated that they did not know that Canada had a Navy.

Very few indicated having recently seen, read, or heard anything about the RCN; in fact, many groups had no one who had. Among those few who had, the answers provided very little commonality but included references to recruitment advertising, having seen the RCN at a job fair, the acquisition of a new ship, or that the RCN had helped in the wake of a devastating domestic storm.

### Impression of the Canadian Armed Forces, its environments, and the Royal Canadian Navy’s members

Respondents were asked to assess their overall impression of the CAF, its environments and people who serve in the RCN using a five-point categorical scale (ranging from ‘extremely negative’ to ‘extremely positive’).

A majority of respondents have a positive impression of the CAF (58%), its environments (Army 58%; RCAF 56%; RCN 52%) and, especially of RCN’s members (at 63% positive). Few have a negative impression of any.

Exhibit A4: Q12-16: What is your overall impression of the...?

Base: All respondents (n=2,492).

Row %	Net: Positive	Strongly positive	Somewhat positive	Neither/ Neutral	Somewhat negative	Strongly negative	DK/NR
People who serve in the Royal Canadian Navy	63%	28%	36%	28%	3%	1%	6%
The Canadian Armed Forces (CAF)	58%	20%	38%	30%	5%	1%	5%
The Canadian Army	58%	20%	38%	31%	5%	2%	5%
The Royal Canadian Air Force (RCAF)	56%	20%	35%	33%	3%	1%	7%
The Royal Canadian Navy (RCN)	52%	19%	33%	34%	5%	1%	8%

Looking at the key segments of the population, overall impression of the CAF, its environments, and the people who serve in the RCN is higher among respondents who are white than those who identify as an other ethnic or visible minority, though not significantly higher than Indigenous respondents. Respondents who are older are also more likely to have more positive impressions of each (at over ten percentage points for each). Respondents who identify as male are also more likely than those who identify as female to say they have a positive overall impression of the CAF and each of its three environments (though not of the people who serve in the RCN).

Exhibit A5. Q12-16: What is your overall impression of the...?

Base: All respondents (n=2,492).

Column % % positive	Total	Ethnic/cultural identity			Age		Gender identity	
		Indigenous	Other ethnic / visible minority	White	18-34	35+	Male	Female
People who serve in the Royal Canadian Navy	63%	63%	57%	66%	53%	67%	64%	62%
	-	-	-	C	-	E	-	-
The Canadian Armed Forces (CAF)	58%	60%	52%	60%	45%	63%	62%	55%
	-	-	-	C	-	E	H	-
The Canadian Army	58%	56%	52%	60%	47%	62%	61%	54%
	-	-	-	C	-	E	H	-
The Royal Canadian Air Force (RCAF)	56%	60%	50%	57%	43%	60%	60%	51%
	-	C	-	C	-	E	H	-
The Royal Canadian Navy (RCN)	52%	53%	48%	54%	41%	56%	57%	48%
	-	-	-	C	-	E	H	-
Sample size (n)	2492	150	769	1546	690	1802	1220	1262
Column labels	A	B	C	D	E	F	G	H

Other demographic differences:

- Compared to the other regions, more respondents in Atlantic Canada gave positive ratings for all. At 46%, respondents in Quebec were less likely to rate the RCAF positively than all other regions in the country.
- Respondents who have apprenticeship/college/trades/CEGEP education are more likely to rate positively the people who serve in the RCN (68%) compared to those with high school or less education (61%) and those with university or post-graduation education (62%).
- Those who completed the survey in English gave more positive ratings than those who completed it in French for: people who serve (66% versus 53%), the RCAF (58% versus 43%), and the RCN (54% versus 43%).
- Knowing a member or veteran of the RCN resulted in higher for ratings for each, compared to those who do not.

Qualitative insights: Impression of the Canadian Armed Forces, its environments, and the Royal Canadian Navy’s members

Despite not having much familiarity with the RCN, when participants were asked their impression of the people who serve in it, responses were decidedly favourable. Adjectives used tended to be admirable traits such as courageous, disciplined, brave, dedicated, strong, and people who have

sacrificed. For a few participants, the topic of the RCN, or the CAF in general, was enough to catalyze unfavourable feelings (including anxieties toward war, colonization, and others), however, even these participants most often had nothing negative to say of RCN members.

### Perception of the Royal Canadian Navy as a source of pride

When asked to rate the RCN as a source of pride, approximately half of respondents (52%) believe that the RCN is a source of pride for Canadians (rating of 4 or 5). A plurality (31%) hold a neutral position, and one in ten respondents believe the RCN is not a source of pride (rating of 1 or 2; 9%) or did not provide a rating (9%).

While one’s ethnic or cultural identity does not appear to have an impact on whether the RCN is viewed as a source of pride, age and gender identity do. That is, older respondents (at 56%) are more likely than younger respondents (at 40%) to say the RCN is a source of pride. Similarly, those who identify as male are also more likely than female to feel that way, though the difference is not as significant as with age.

Exhibit A6. Q18: To what extent do you think the Royal Canadian Navy is a source of pride for Canadians? Please use a 5-point scale, where “1” means not at all a source of pride, “3” is neutral, and “5” means very much a source of pride.

Base: All respondents (n=2,492).

Column %	Total	Ethnic/cultural identity			Age		Gender identity	
		Indigenous	Other ethnic / visible minority	White	18-34	35+	Male	Female
Net: Pride (4-5)	52%	52%	50%	52%	40%	56%	54%	49%
	-	-	-	-	-	E	H	-
5 - Very much a source of pride	28%	29%	26%	29%	21%	31%	30%	26%
	-	-	-	-	-	E	-	-
4	24%	22%	24%	24%	20%	25%	24%	23%
	-	-	-	-	-	E	-	-
3 - Neutral	31%	31%	33%	30%	37%	28%	30%	31%
	-	-	-	-	F	-	-	-
2	5%	5%	4%	6%	8%	4%	5%	5%
	-	-	-	C	F	-	-	-
1 - Not at all a source of pride	4%	4%	3%	4%	4%	4%	5%	3%
	-	-	-	-	-	-	H	-
DK/NR	9%	8%	10%	8%	10%	8%	5%	12%
	-	-	-	-	-	-	-	G
Sample size (n)	2492	150	769	1546	690	1802	1220	1262
Column labels	A	B	C	D	E	F	G	H

Other demographic differences:

- Respondents from Atlantic Canada are more likely to say that the RCN is a source of pride (69%) than all other regions in Canada.
- Looking at education, those with an apprenticeship/college/trades/CEGEP education were more likely to say that RCN is a source of pride (58%) compared to those with high school or less (51%) and university or post-graduation (48%).

- Level of pride is higher among respondents who completed the survey in English (53%) than in French (44%).
- Those who know an RCN member or veteran are more likely to say that the RCN is a source of pride (63%) than those who do not (48%).

### Qualitative insights: Perception of the Royal Canadian Navy as a source of pride

Participants were asked directly if they would describe the RCN as a source of pride. Some participants interpreted the question as whether an individual should feel proud if they were a member of the RCN, and others interpreted it as whether the RCN would be described as a source of pride for Canada.

For the former, as with the earlier impressions about members of the RCN, participants consistently felt that members of the RCN should feel a sense of pride or would themselves feel proud if they were a member of the RCN.

On whether the RCN is a source of pride for Canada, impressions were mixed. A plurality of participants were unsure of their response, due to their lack of familiarity. Some admitted that they were unsure, but still thought they would describe the RCN as a source of pride for Canada, and a few confidently declared that the RCN is a source of pride. Lastly, some participants indicated that, no, they would not describe the RCN as a source of pride for Canada; for some it was due to a lack of familiarity and for others it appeared to be a predisposition to the RCN, or perhaps the CAF, in general.

## General perceptions of the Royal Canadian Navy

Respondents were shown a series of statements about the RCN and were asked to say to what extent they agree with each, using a five-point categorical scale. Exhibit A7 details the results of the general perception statements shown.

While most respondents (61%) do not see themselves joining the RCN, more respondents have positive than negative impressions of the RCN for its variety of jobs (60% versus 3%), its Canadian values (58% versus 6%) and its alignment with respondents' personal values (35% versus 12%).

Exhibit A7. Q19-29: To what extent do you agree or disagree with the following statements?  
Base: All respondents (n=2,492).

Row %	Net: Agree	Strongly agree	Somewhat agree	Neither	Somewhat disagree	Strongly disagree	DK / NR
There is a wide variety of jobs available within Royal Canadian Navy	60%	23%	37%	13%	2%	1%	24%
The Royal Canadian Navy represents Canadian values	58%	20%	38%	19%	4%	2%	17%
The Royal Canadian Navy shares the same values as me	35%	11%	24%	24%	7%	5%	29%
I could see myself joining the Royal Canadian Navy	16%	5%	10%	15%	14%	47%	8%

Age and gender identity has a consistent impact on perceptions. Here, older respondents and those who identify as male are both more likely to say the RCN has a wide variety of jobs (64% and 66%, respectively), and that its values align with national (62% for both) and personal (37% and 42%) values. While still the minority, one-fifth (21%) of respondents who identify as males say they could see themselves joining the RCN, compared to one in ten (11%) who identify as female.

Exhibit A8. Q19-29: To what extent do you agree or disagree with the following statements?  
There is a wide variety of jobs available within Royal Canadian Navy?  
Base: All respondents (n=2,492).

Column % % agree	Total	Ethnic/cultural identity			Age		Gender identity	
		Indigenous	Other ethnic / visible minority	White	18-34	35+	Male	Female
There is a wide variety of jobs available within Royal Canadian Navy	60%	61%	53%	63%	49%	64%	66%	54%
	-	-	-	C	-	E	H	-
The Royal Canadian Navy represents Canadian values	58%	54%	56%	59%	47%	62%	62%	55%
	-	-	-	-	-	E	H	-

The Royal Canadian Navy shares the same values as me	35%	30%	37%	34%	28%	37%	42%	27%
	-	-	-	-	-	E	H	-
I could see myself joining the Royal Canadian Navy	16%	19%	22%	13%	18%	15%	21%	11%
	-	-	D	-	-	-	H	-
Sample size (n)	2492	150	769	1546	690	1802	1220	1262
Column labels	A	B	C	D	E	F	G	H

Other demographic differences:

- Looking at regions across Canada, respondents in Atlantic Canada are more likely to agree that there is a wide variety of jobs available in the RCN (74%) than all other regions.
- Respondents whose education is high school or less are less likely to agree that the RCN has ‘a wide variety of jobs’ (53%) than those with apprenticeship/college/trades/CEGEP (63%) and university or post-graduation (62%) education.
- Except for the perception that the RCN offers a wide variety of jobs, those who completed the survey in English are more likely to agree with each statement than those who completed the survey in French.
- All perceptions were agreed with by respondents who say they know a RCN member or veteran than those who say they do not.

Qualitative insights: General perceptions of the Royal Canadian Navy

Despite not being asked directly, one discussion that regularly materialized during the focus groups was around the use of the term ‘values.’ For those who noticed the use of the word in both the mission statements and the roles of the RCN (to follow), at best it resulted in confusion (that is, what are Canadian values?) and at worst it resulted in offence.

Perceptions of diversity and inclusion at the Royal Canadian Navy

In addition to general perceptions, respondents were also shown perceptions statements surrounding issues that would relate to diversity and inclusion at the RCN (shown below in Exhibit A9). For each statement, there are more respondents who hold positive impressions than negative, however, many to most respondents are neutral or unsure.

Slightly more than half of respondents agree that the RCN is as good a career choice for visible minorities (54%) and women (53%) as anyone else. Between one-third and four in ten say they believe that the RCN’s membership is as diverse as Canadian’s population (32%), they agree that the RCN is as good a choice for the 2SLGBTQIA+ community as anyone else (35%), that systemic racism at the RCN is something they are concerned about (39%). Lastly, one quarter (26%) of respondents agree that the RCN handles misconduct as it relates to racist, sexist, or hateful conduct well, and two in ten (19%) believe that the RCN provides a better work environment than the Army and RCAF.

Exhibit A9. Q19-29: To what extent do you agree or disagree with the following statements?  
 Base: All respondents (n=2,492).

Row %	Net: Agree	Strongly agree	Somewhat agree	Neither	Somewhat disagree	Strongly disagree	DK / NR
The Royal Canadian Navy is as good a career choice for visible minorities as it is for anyone else	54%	25%	29%	17%	7%	3%	18%
The Royal Canadian Navy is as good a career choice for women as it is for men	53%	23%	31%	16%	10%	5%	15%
Systemic racism in the Royal Canadian Navy is something I am concerned about	39%	12%	27%	22%	10%	9%	21%
The Royal Canadian Navy is as good a career choice for people in the 2SLGBTQIA+ community as it is for anyone else	35%	16%	19%	19%	12%	8%	27%
The membership of the Royal Canadian Navy seems just as diverse as the Canadian population	32%	10%	22%	20%	13%	4%	31%
The Royal Canadian Navy does a good job of addressing misconduct such as racist, sexist, or hateful conduct	26%	7%	19%	19%	12%	7%	36%
Compared to the Canadian Army and the Royal Canadian Air Force, the Royal Canadian Navy provides a better work environment for women.	19%	6%	13%	26%	8%	3%	44%

Results by gender identity offer the most consistent set of results among the key segments. That is, respondents who identify as male are more likely than females to agree with each of the positive positioned perceptions statements about diversity and inclusion at the RCN and are not more likely to say that they are concerned about systemic racism at the RCN (which is the only negative positioned perception statement tested).

Differences by ethnic or cultural identity and age are more nuanced. Respondents who are white are more likely than those who identify as an other ethnic or visible minority to agree that the RCN is as good a career choice for visible minorities (57% versus 48%) and women (55%

versus 48%). Furthermore, respondents who are an other ethnic or visible minority are more likely to say that systemic racism in the RCN is something they are concerned about (45%), than those who are white (37%); but are also more likely to believe that the RCN provides a better work environment for women than the Army and the RCAF (25% versus 17%).

Older respondents are more likely than the younger group to believe that the RCN is as good a choice for visible minorities (59% versus 43%), women (57% versus 44%) and the 2SLGBTQIA+ community (37% versus 30%) than anyone else, while younger respondents are more likely than older respondents to regard the RCN as provided a better work environment for women than does the Army or RCAF (22% versus 18%).

Exhibit A10. Q19-29: To what extent do you agree or disagree with the following statements?  
 There is a wide variety of jobs available within Royal Canadian Navy?  
 Base: All respondents (n=2,492).

Column % % agree	Total	Ethnic/cultural identity			Age		Gender identity	
		Indigenous	Other ethnic / visible minority	White	18-34	35+	Male	Female
The Royal Canadian Navy is as good a career choice for visible minorities as it is for anyone else	54%	53%	48%	57%	43%	59%	59%	51%
	-	-	-	C	-	E	H	-
The Royal Canadian Navy is as good a career choice for women as it is for men	53%	53%	48%	55%	44%	57%	57%	50%
	-	-	-	C	-	E	H	-
Systemic racism in the Royal Canadian Navy is something I am concerned about	39%	41%	45%	37%	41%	38%	41%	37%
	-	-	D	-	-	-	-	-
The Royal Canadian Navy is as good a career choice for people in the 2SLGBTQIA+ community as it is for anyone else	35%	29%	34%	36%	30%	37%	37%	33%
	-	-	-	-	-	E	H	-
The membership of the Royal Canadian Navy seems just as diverse as the Canadian population	32%	32%	31%	33%	28%	34%	38%	27%
	-	-	-	-	-	E	H	-
The Royal Canadian Navy does a good job of addressing misconduct such as racist, sexist, or hateful conduct	26%	27%	29%	25%	24%	27%	30%	22%
	-	-	-	-	-	-	H	-
Compared to the Canadian Army and the Royal Canadian	19%	22%	25%	17%	22%	18%	24%	15%
	-	-	D	-	F	-	H	-



Air Force, the Royal Canadian Navy provides a better work environment for women								
Sample size (n)	2492	150	769	1546	690	1802	1220	1262
Column labels	A	B	C	D	E	F	G	H

Other demographic differences:

- Looking at the results across Canada, the only significant difference is with the statement “The RCN is as good a career choice for women as it is for men.” At 64%, respondents in Atlantic Canada are more likely to agree with that statement than respondents in all other regions in Canada.
- Respondents who live in urban areas are less likely to agree that the RCN ‘is as good a career for women as men’ (51%), ‘is good at addressing misconduct’ (24%), and ‘is as good for LGBT’ (32%), than respondents who live in suburban, rural and remote areas.
- Those who have apprenticeship/college/trades/CEGEP education are more likely to agree that the RCN ‘is as good as women as men’ (60%), and ‘is as good for visible minorities’ (61%) than respondents with education that is high school or less, or university or post-graduation. Those with university or post-graduation education are less likely than respondents who do not to believe that the RCN does a good job at addressing misconduct (23%).
- Respondents who completed the survey in English are more likely to agree than those who completed the survey in French that the membership of the RCN seems just as diverse as the Canadian population (33% versus 27%), and they are concerned about systemic racism in the RCN (41% versus 31%).
- Knowing an RCN member or veteran resulted in higher levels of agreement with each statement tested, including the concern about systemic racism in the RCN.
- Respondents who have a positive impression of the RCN are also more likely to agree with each statement, except on systemic racism, where they are just as likely to agree with the statement as respondents who do not have a positive impression of the RCN.

Qualitative insights: Perceptions of diversity and inclusion at the Royal Canadian Navy

On the subject of diversity, focus group participants interpreted diversity in one or both of two different ways. In terms of whether the RCN is open and welcoming to all, many interpreted that as being a measure of diversity and one on which the RCN performs well, with their limited knowledge.

When participants were thinking about it in terms of whether all segments of society are proportionately represented in the RCN, views were more mixed, and some felt there were limitations to the level of comfort some might feel if they were to enter the RCN.

Some cited the 2SLGBTQIA+ community as perhaps being uncomfortable and other participants, although fewer, felt that women would not be as comfortable as men in the military (references were made to a ‘boys club’) – noting, that neither of these were seen to be unique to the environment of the RCN.

In terms of cultural diversity, there were fewer who felt the RCN posed discomfort although one BIPOC participant did describe the RCN as being as racially diverse as the NHL.

Some participants seemed to feel there are likely the right policies in place to welcome, protect and provide comfort to all members, but there may still be lingering cultural aspects that may not yet be fully living up to the spirit of those policies.

Participants were also asked what barriers exist that might prevent individuals of diverse background from joining the RCN. Aside from those already listed, some participants offered unique perspectives. Some participants felt that a lack of familiarity with the RCN, its purpose, its current activities, and its stance on diversity and inclusion (to mitigate fears) might be barriers that exist. A handful of participants noted that recruitment efforts may need to be tailored to diverse audiences, if lack of diversity was an issue in the RCN. Lastly, one participant explained that, as a first generation Canadian, he felt that his family would have a negative reaction if he fought for a country that was not his ancestral country.

### Open-ended and unaided comments for the Royal Canadian Navy

At the completion of the survey, respondents were provided the opportunity to volunteer any additional feedback to the RCN they wished, of which 12% of respondents did. Given the variety of comments received, the results of this question have been organized by its content into the four distinct quantitative sections, beginning with Exhibit A11.

One-sixth (16%) of respondents commented that the RCN is inadequately equipped, driven by older respondents (18%) and those who identify as male (22%). On this vein, 6% of respondents commented that there is a lack of support for the RCN by the federal government, and 3% believe the RCN is under-appreciated.

Overall, 8% of respondents noted their pride of the RCN and 7% indicate that they were thankful for members' and veterans' service. Conversely, a similar number indicate that they felt the RCN had a toxic culture (6%) and that they felt there was a lack of transparency (5%).

Exhibit A11. Q56: Is there any other feedback you would like to provide about the Royal Canadian Navy?

Base: Respondents who provided a response (n=292).

Column %	Total	Ethnic/cultural identity			Age		Gender identity	
		Indigenous	Other ethnic / visible minority	White	18-34	35+	Male	Female
Inadequately equipped / Obsolete equipment	16%	7%	10%	18%	6%	18%	22%	10%
	-	-	-	-	-	E	H	-
I'm proud of the Royal Canadian Navy	8%	8%	8%	8%	3%	9%	7%	9%
	-	-	-	-	-	-	-	-

I'm thankful for their service	7%	16%	7%	6%	14%	5%	7%	6%
	-	-	-	-	-	-	-	-
Toxic culture / Organisational reform is needed / Low morale	6%	7%	7%	6%	11%	6%	7%	5%
	-	-	-	-	-	-	-	-
Lack government of support for the Royal Canadian Navy / Interference with Royal Canadian Navy operations	6%	9%	1%	7%	0%	7%	8%	4%
	-	-	-	C	-	E	-	-
Brave / Courageous / Heroic / Honourable	5%	9%	3%	6%	4%	5%	3%	8%
	-	-	-	-	-	-	-	-
Lack of transparency / Lack of accountability / Lack of leadership	5%	3%	3%	6%	0%	6%	5%	6%
	-	-	-	-	-	E	-	-
Dedicated to their country / They are proud to serve	4%	0%	8%	4%	3%	5%	2%	7%
	-	-	-	-	-	-	-	-
Discrimination (e.g. race, age, gender, sexual orientation, income)	4%	5%	5%	4%	7%	4%	2%	6%
	-	-	-	-	-	-	-	-
Personnel misconduct / Unprofessional misconduct / Abuse (e.g. verbal, emotional, physical, sexual)	4%	7%	5%	3%	2%	4%	2%	6%
	-	-	-	-	-	-	-	-
Lack of diversity/inclusion	3%	13%	5%	2%	3%	3%	3%	3%
	-	-	-	-	-	-	-	-
Lack of recognition for accomplishments / Under-appreciated	3%	0%	7%	2%	3%	3%	2%	4%
	-	-	-	-	-	-	-	-
Other	17%	24%	19%	16%	12%	18%	22%	12%
	-	-	-	-	-	-	H	-
Sample size (n)	292	19	66	204	41	251	165	123
Column labels	A	B	C	D	E	F	G	H

## Section B: Roles of the Royal Canadian Navy

To explore the knowledge of and expectations for the roles that the RCN play in Canada and globally, research respondents and participants were engaged with questions surrounding awareness and importance of each of the RCN’s roles, and of the environment more generally speaking.

### Importance of the Royal Canadian Navy

To understand the importance of the RCN to Canadians, respondents were asked to say to what extent they felt the RCN was essential, using a five-point scale anchored by the labels ‘very essential’ and ‘no longer needed at all’. Results of that question reveals that over six in ten respondents (63%) believe the RCN is essential (rating of 4 or 5). While few believe that the RCN is no longer needed (rating of 1 or 2; 6%), one-fifth (18%) of respondents hold a neutral position (rating of 3). The remainder of respondents (12%) were unable to say.

Looking at the key segments, respondents who are white (64%), older (68%) and those who identify as male (70%) are all more likely to say that they felt the RCN is essential, compared to their counterparts.

Exhibit B1. Q17: Do you think the Royal Canadian Navy is essential or no longer needed? Please use a 5-point scale, where “1” means no longer needed at all and “5” means very essential.

Base: All respondents (n=2,492).

Column %	Total	Ethnic/cultural identity			Age		Gender identity	
		Indigenous	Other ethnic / visible minority	White	18-34	35+	Male	Female
Net: Essential	63%	59%	59%	64%	49%	68%	70%	56%
	-	-	-	C	-	E	H	-
5 - Very essential	40%	37%	32%	43%	22%	46%	45%	35%
	-	-	-	C	-	E	H	-
4	23%	22%	27%	22%	26%	21%	25%	21%
	-	-	D	-	F	-	-	-
3	18%	23%	20%	17%	25%	15%	18%	18%
	-	-	-	-	F	-	-	-
2	4%	2%	5%	4%	7%	3%	4%	5%
	-	-	-	-	F	-	-	-
1 - No longer needed at all	2%	6%	3%	2%	3%	2%	3%	1%
	-	-	-	-	-	-	H	-
DK/NR	12%	10%	13%	12%	16%	11%	5%	19%
	-	-	-	-	F	-	-	G
Sample size (n)	2492	150	769	1546	690	1802	1220	1262
Column labels	A	B	C	D	E	F	G	H

Other demographic differences:

- At three quarters (76%), respondents from Atlantic Canada are more likely than all other regions to feel that the RCN is essential.

- Respondents who elected to complete the survey in English are also more likely to view the RCN as essential compared to respondents who did the survey in French (64% versus 56%).
- Knowing a member or veteran of the RCN results in more respondents who feel the RCN is essential (at 79%, compared to 58% among respondents who do not know a member or veteran).

### Qualitative insights: Importance of the Royal Canadian Navy

Focus group participants were asked if they would describe the RCN as essential. On balance, more participants said they would describe the RCN as more essential than not. Furthermore, many of those who would not go so far as to say it was essential, were also not comfortable with the reverse (in other words they did not think it was not essential). A plurality was not sure if they considered the RCN as essential.

Most participants assessed the importance of the RCN by considering the level of threat the country faces. Some participants noted that, being surrounded by water, Canada requires a Navy, however, there were some that did not think that threats exist in those waters for Canada. A few participants noted that Canada is a neighbour of the United States, and that their naval forces would be enough to protect this country.

A handful of participants considered more than domestic protection and said that the RCN was essential to uphold Canada's sovereignty and global influence.

### Awareness of roles of the Royal Canadian Navy

Survey respondents were shown a list of six roles and were asked to select any that they believe the RCN serves. Three-quarters of respondents (76%) believe the RCN is tasked with defending Canada. Over half are aware that the RCN secures the future against threats (56%) and makes the world safer (53%). Fewer than half believe the RCN represents part of our national identity (44%), has a role in diplomacy (33%) or protects our economy (22%).

Looking at the specific roles and the key segments, respondents who are white are more likely to believe it is the RCN's role to defend Canada (79%), secure the future from threat (58%), help to make the world safer (56%), increase worldwide influence (35%). Respondents who are older are more likely to identify each as a role of the RCN, except for protecting the economy. Lastly, respondents who identify as male are more likely than those who identify as female to say that the RCN secures the future from threat (58% versus 54%), helps make the world safer (56% versus 50%), plays a role in diplomacy (38% versus 27%) and protects the economy (27% versus 17%).

Exhibit B2. Q30: The following is a list of some of the roles the Royal Canadian Navy plays domestically and internationally. Which, if any, did you know were roles of the Royal Canadian Navy before taking this survey?

Base: All respondents (n=2,492).

Column %	Total	Ethnic/cultural identity			Age		Gender identity	
		Indigenous	Other ethnic / visible minority	White	18-34	35+	Male	Female
Defend Canada	76%	72%	68%	79%	67%	79%	77%	75%
	-	-	-	C	-	E	-	-
Secure our future against uncertain threats	56%	54%	50%	58%	46%	59%	58%	54%
	-	-	-	C	-	E	H	-
Help to make the world safer	53%	56%	43%	56%	44%	56%	56%	50%
	-	C	-	C	-	E	H	-
Represent part of our national identity	44%	46%	41%	44%	36%	46%	44%	43%
	-	-	-	-	-	E	-	-
Increase our influence worldwide (diplomacy)	33%	33%	27%	35%	26%	35%	38%	27%
	-	-	-	C	-	E	H	-
Protect our economy	22%	29%	24%	20%	22%	22%	27%	17%
	-	D	-	-	-	-	H	-
None of the above	5%	5%	5%	4%	5%	4%	4%	5%
	-	-	-	-	-	-	-	-
DK/NR	9%	11%	11%	8%	10%	8%	7%	10%
	-	-	D	-	-	-	-	G
Sample size (n)	2492	150	769	1546	690	1802	1220	1262
Column labels	A	B	C	D	E	F	G	H

Other demographic differences:

- Respondents in Quebec are less likely to name each of the roles as being that of the RCN, compared to the rest of the country. Conversely, looking at the specific roles of the RCN, at 68%, respondents from Atlantic Canada are more likely than respondents from all other regions to say that the RCN makes the world safer.
- Compared to other levels of education, respondents who have completed high school or less education are less likely to say that the RCN's role is to defend (66%).
- Aside from 'defending Canada', respondents who completed the survey in English are more likely to identify each role than those who completed the survey in French.
- Respondents who know an RCN member or veteran are more likely to identify each role than those who do not.

### Qualitative insights: Awareness of roles of the Royal Canadian Navy

Asked unaided for their understanding of the RCN's main role or mission, though lacking in confidence in their responses, participants tended to describe it as the military force protecting Canadian waterways, shores, and people. Interestingly, very few volunteered any of the other roles served by the RCN, though a handful cited the RCN's humanitarian and disaster relief roles.

Participants were then shown RCN's mission, as follows:

We are Canada’s fighting force at sea. Alongside our allies, we protect Canadians from threats to our communities, our society, and our democracy. We promote Canada’s economic prosperity and defend Canadian values.

Reactions to the mission statement were for the most part consistent with participants’ instincts and assumptions though a few in the Montreal groups were uncomfortable with the notion of a “fighting force” explaining they see Canadian forces more as peacekeeping and humanitarian.

The other two sentences were met with more mixed reactions. Working with allies and protecting Canadians from threats to communities and society made sense to most, but a few wondered what the role in protecting democracy meant.

Language relating to protecting economic prosperity and defending Canadian values was met often with surprise and sometimes with negativity. Many wondered what the economic prosperity role entailed. Moreover, the notion of defending Canadian values raised several questions about what “Canadian values” referred to and a sense that they may not agree with what the RCN believes are our Canadian values.

### Importance of the Royal Canadian Navy’s roles

Respondents were then shown the same list of roles and were asked to say how important they feel each is, using a five-point scale anchored by the labels ‘very important’ to ‘not important at all’. A majority of respondents believe each role the RCN plays is least somewhat important, and especially defending Canada (82%), securing the future against threats (77%) and making the world safer (74%). Approximately six in ten respondents feel representing the national identity (63%), increasing worldwide influence (59%) and protecting the economy (59%) are important. Only 10% or fewer of respondents believe any of the roles are not important.

Exhibit B3. Q31-36: In your view, how important are each of these roles?

Base: All respondents (n=2,492).

Row %	Net: Important	5 - Very important	4	3	2	1 - Not important at all	DK/NR
Defend Canada	82%	64%	17%	10%	2%	1%	5%
Secure our future against uncertain threats	77%	55%	23%	14%	3%	1%	6%
Help to make the world safer	74%	49%	25%	16%	3%	2%	5%
Represent part of our national identity	63%	35%	27%	22%	5%	4%	7%
Increase our influence worldwide	59%	30%	29%	25%	6%	3%	7%
Protect our economy	59%	34%	25%	22%	6%	4%	9%

Age has a significant correlation with the perception of importance of the RCN’s roles. Except for protecting the economy, respondents who are older are more likely than younger respondents to feel each role is important. There are also differences when looking at ethnic and cultural identity. Those who are white are more likely than those who identify as an other ethnic or visible minority to feel that it is important that the RCN defends Canada (84% versus 76%), and helps make the world safer (77% versus 67%). Respondents who are an other ethnic or visible minority are less likely to feel that securing the future from threat is important (73%), compared to both white (79%) and Indigenous (83%) respondents. There is little difference in the results when looking at gender identity, except on the importance of helping to make the world safer, where respondents who identify as female are more likely than male to say that it is (77% versus 71%).

Exhibit B4. Q31-36: In your view, how important are each of these roles?  
Base: All respondents (n=2,492).

Column % % important	Total	Ethnic/cultural identity			Age		Gender identity	
		Indigenous	Other ethnic / visible minority	White	18-34	35+	Male	Female
Defend Canada	82%	81%	76%	84%	70%	86%	81%	82%
	-	-	-	C	-	E	-	-
Secure our future against uncertain threats	77%	83%	73%	79%	67%	81%	76%	79%
	-	C	-	C	-	E	-	-
Help to make the world safer	74%	74%	67%	77%	68%	76%	71%	77%
	-	-	-	C	-	E	-	G
Represent part of our national identity	63%	64%	61%	63%	52%	67%	61%	64%
	-	-	-	-	-	E	-	-
Increase our influence worldwide	59%	58%	57%	60%	50%	62%	59%	59%
	-	-	-	-	-	E	-	-
Protect our economy	59%	58%	60%	59%	56%	60%	58%	60%
	-	-	-	-	-	-	-	-
Sample size (n)	2492	150	769	1546	690	1802	1220	1262
Column labels	A	B	C	D	E	F	G	H

Other demographic differences:

- Respondents who are from Atlantic Canada are the most likely (at 72%) to believe that the RCN represents our national identity.
- Those who completed the survey in English are also more likely to say that the RCN represents Canada’s national identity (64%), compared to 57% of respondents who did the survey in French.
- Knowing an RCN member or veteran results in higher likelihood that each of the roles tested are viewed as important.

Qualitative insights: Impressions of the Royal Canadian Navy’s roles and their performance

In order to assess their impressions overall, before being exposed to the RCN’s specific roles, focus group participants were asked how well they felt the RCN performed against its overall mission. Views on how well the RCN is



performing against this mission were typically qualified, with many participants feeling unable to provide an assessment, citing their lack of knowledge. Many explained that they could only assume they are performing well, on the basis that they believe they would hear if the RCN was failing at their mission.

For some participants, this question resulted in negative perceptions of their lack of knowledge or familiarity with the RCN, in general. Some questioned why they do not hear anything about the RCN, and a few expressed that they felt the perceived lack of communication from RCN must be intentional.

Participants were asked to reflect on the mission of the RCN, and whether it was harder today than it was ten years ago. There was a balanced sense that the RCN's job was both easier and harder today. The reasoning often centered around participants' perception of advances in technology and the geopolitical environment, and how those impact the job of the RCN.

Participants were then shown the following list of the RCN's specific roles:

- Protect Canadians - We secure our home waters and sea routes to North America in collaboration with other federal partners.
- Support our economy - We support and contribute to our economy by securing shipping routes and investing in local maritime industries.
- Making our world safer - Canada's security and economic prosperity starts with ensuring the high seas are safe for all to use in accordance with the United Nations Law of the Seas.
- Increase Canada's global influence - We act as floating ambassadors, promoting Canadian values around the globe.
- Securing our future - With the return of international competition for world power and dominance, we are the nation's "first deployer".
- Building our national identity - Most Canadians live within a few kilometres of navigable access to the world's oceans. The sea plays a unique role in shaping our national identity and longstanding historical, social, and economic ties.

Overall reaction was often that of surprise, particularly at the extent of their responsibilities.

As with the reaction to the RCN's mission, some of these roles fit with participants' expectations, while others were more surprising. The role of protecting Canadians was exactly what participants expected and appreciated, and consistently identified as the most important role played by the RCN.

On supporting the economy by securing shipping lanes, participants tended to accept that this was probably technically true, but rarely threatened, and few noticed or mentioned the investment in local maritime industries. While some, upon reading it, were able to make the connection between Canada's economy and the RCN's efforts, most were not willing to go so far as saying the RCN's role was that impactful.

The idea of making the world safer fit with expectations, but the notion of enforcing the UN Law of the Seas was, for most, something they had not considered and were, for the most part, but not always, pleasantly surprised to learn.

The role of increasing Canada’s global influence met with mixed reactions with some questioning the definition of values, while others accepted that members of the RCN may reasonably represent Canada well when on international deployment. Some participants felt that ‘global influence’ was too aggressive for their impression of the RCN.

The role of securing our future met with very consistent reactions, but they were often critical of the use of the word ‘dominance’. The idea of the international competition for power felt by many to be overly aggressive and perhaps an exaggeration for today’s Canadian Navy to use the term dominance. There were a few who interpreted the competition as something that has been evolving in recent years, with increasingly tense relations with countries like Russia and China. Conversely, those who noted it, appreciated the learning that the RCN is the nation’s ‘first deployer’.

Finally, the idea that the RCN builds national identity was not widely accepted as fact, or as widely appreciated. Further, some of those not living near water felt the mention that ‘most Canadians live within a few kilometres of navigable access to the world’s oceans’ was odd, possibly incorrect, and excluded them. Some questioned how the RCN is shaping national identity and a few Indigenous participants did not appreciate the historical reference.

### Open-ended and unaided comments for the Royal Canadian Navy

When provided the opportunity to provide any additional feedback to the RCN, some respondents left comments that relate to the RCN’s roles and importance. Those specific comments included mentions of keeping Canada safe (8%), expressions of satisfaction with the RCN’s roles (8%) and mentions of the RCN’s value (7%). A handful of respondents (4%) took the opportunity to express their dissatisfaction with the RCN’s role in Canada.

Exhibit B5. Q56: Is there any other feedback you would like to provide about the Royal Canadian Navy?

Base: Respondents who provided a response (n=292).

Column %	Total	Ethnic/cultural identity			Age		Gender identity	
		Indigenous	Other ethnic / visible minority	White	18-34	35+	Male	Female
Keeping Canadians safe / Protecting Canada / Defending Canada / Peacekeeping abroad	8%	12%	11%	7%	2%	9%	6%	10%
	-	-	-	-	-	E	-	-
Satisfied with the Royal Canadian	8%	0%	12%	7%	19%	6%	9%	6%
	-	-	-	-	-	-	-	-

Navy's role in Canada / They do a good job for Canada								
Valued resource / Needed resource	7%	13%	6%	7%	2%	8%	5%	9%
Dissatisfied with the Royal Canadian Navy's role in Canada / Don't think Canada needs a navy	-	-	-	-	-	E	-	-
	4%	11%	10%	2%	17%	2%	5%	2%
	-	-	-	-	F	-	-	-
Sample size (n)	292	19	66	204	41	251	165	123
Column labels	A	B	C	D	E	F	G	H

## Section C: Attitudes towards recruitment and joining the Royal Canadian Navy

To explore what drives positive and negative impressions of a career in the RCN, and to understand how to position the RCN's recruitment efforts, and to whom, research respondents and participants were asked a series of questions relating to general perceptions of the RCN as an employer as well as personal interest and intentions.

### Appeal of career in the Canadian Armed Forces environments

To understand the appeal of a career within the RCN, in general and within context of the broader CAF, respondents were asked to rate the appeal of careers in each of the three CAF environments, using a five-point categorical scale, ranging from very appealing to very unappealing. Approximately half of respondents would say any of the environments offer an appealing career. The appeal of a career in the RCN is slightly higher than of the Army (49% and 44% appealing, respectively) and is lower than that of the RCAF (54%).

Exhibit C1. Q42-44: If a person told you that they were joining the CAF and asked you how appealing you thought a career might be in each of the 3 environments of the CAF, rate the appeal of the...?

Base: All respondents (n=2,492).

Row %	Net: Appealing	Very appealing	Somewhat appealing	Neither appealing nor unappealing	Somewhat unappealing	Very unappealing	DK / NR
Royal Canadian Airforce (RCAF)	54%	22%	32%	22%	7%	7%	11%
Royal Canadian Navy (RCN)	49%	17%	32%	25%	8%	7%	11%
Canadian Army	44%	15%	29%	27%	9%	9%	10%

Compared to younger respondents and those who identify as female, respondents who are older and who identify as male are more likely to say a career in each environment is appealing. There are no differences in appeal among respondents with different ethnic or cultural identities.

Exhibit C2. Q42-44: If a person told you that they were joining the CAF and asked you how appealing you thought a career might be in each of the 3 environments of the CAF, rate the appeal of the...?

Base: All respondents (n=2,492).

Column % % appealing	Total	Ethnic/cultural identity			Age		Gender identity	
		Indigenous	Other ethnic / visible minority	White	18-34	35+	Male	Female
Royal Canadian Airforce (RCAF)	54%	54%	52%	55%	33%	61%	58%	50%
	-	-	-	-	-	E	H	-
Royal Canadian Navy (RCN)	49%	52%	47%	49%	30%	56%	52%	46%
	-	-	-	-	-	E	H	-
Canadian Army	44%	45%	45%	43%	31%	48%	47%	41%
	-	-	-	-	-	E	H	-
Sample size (n)	2492	150	769	1546	690	1802	1220	1262
Column labels	A	B	C	D	E	F	G	H

Other demographic differences:

- Appeal of a career within the RCN is higher (at 59%) among respondents from Atlantic Canada, as compared to all the other regions in Canada.
- Appeal of joining each environment is higher among respondents who say they know a member or veteran of the RCN than those who do not.

### Qualitative insights: Appeal of career in the Royal Canadian Navy

Few, if any, focus group participants expressed any level of appeal when considering a career in the RCN, beyond it being an admiral career choice. That said, a handful expressed finding a career in the RCN (if not the CAF) appealing as a youth, many of whom had members in their family or who joined the cadets.

### Reaction to friends or family joining the Royal Canadian Navy

Respondents were asked to say how they would react if a person they know told them they were joining the RCN using a five-point categorical scale, ranging from very favourable to very unfavourable. A slight majority of respondents (54%) say they would have a favourable reaction to a friend or family member joining the RCN. Three in ten (29%) would have a neutral reaction, while one in ten (11%) say they would have an unfavourable reaction.

Compared to their counterparts, respondents who are older (58% versus 41%) or identify as male (57% versus 51%) are more likely to have a favourable reaction.

Exhibit C3. Q45: If a person you know, such as a family member or friend, told you that they were joining the Royal Canadian Navy, would your reaction to that decision be...

Base: All respondents (n=2,492).

Column %	Total	Ethnic/cultural identity			Age		Gender identity	
		Indigenous	Other ethnic / visible minority	White	18-34	35+	Male	Female
Net: Favourable	54%	53%	51%	55%	41%	58%	57%	51%
	-	-	-	-	-	E	H	-
Very favourable	23%	17%	21%	24%	12%	27%	26%	20%
	-	-	-	B	-	E	H	-
Somewhat favourable	31%	36%	30%	30%	29%	31%	31%	30%
	-	-	-	-	-	-	-	-
Neutral	29%	25%	30%	28%	32%	27%	28%	29%
	-	-	-	-	F	-	-	-
Somewhat unfavourable	7%	12%	8%	6%	12%	5%	6%	7%
	-	-	-	-	F	-	-	-
Very unfavourable	4%	5%	3%	5%	8%	3%	4%	4%
	-	-	-	-	F	-	-	-
DK/NR	7%	5%	8%	6%	7%	7%	4%	10%
	-	-	-	-	-	-	-	G
Sample size (n)	2492	150	769	1546	690	1802	1220	1262
Column labels	A	B	C	D	E	F	G	H

Other demographic differences:

- Across Canada, respondents in Atlantic Canada are the most likely to say they would have a favourable reaction if someone they know joined the RCN (63%).
- Those who say they know a member or veteran of the RCN are also more likely to say they would respond favourably to the news of a friend or family member joining the RCN (68%, compared to 50% among those who do not).

### Qualitative insights: Recommending friends or family the Royal Canadian Navy

When asked if they would recommend service in the RCN to a friend or family member, focus group participants tended to be reluctant to say they would, including a plurality who felt they did not know enough about the RCN to offer a recommendation. Those who said they would recommend it did so by qualifying it with “if the person really wanted to do that.”

### Knowledge of the opportunities within the Royal Canadian Navy

Using a four-point categorical scale, ranging from very knowledgeable to not at all knowledgeable, younger respondents were asked to rate how knowledgeable they thought they were about the opportunities within the RCN. Nearly three quarters (72%) of respondents say they are not knowledgeable of the opportunities available within the RCN. That results in one-fifth (21%) of younger respondents who say they are somewhat (17%) or very knowledgeable (4%) of the opportunities.

Younger respondents who are an other ethnic or visible minority are more likely than their counterparts to say they are knowledgeable of the opportunities within the RCN (at 28%), so too are those who identify as male (at 27%).

Exhibit C4. Q40: How knowledgeable do you feel you are about opportunities within the Royal Canadian Navy specifically?

Base: Respondents 18 to 34 years (n=690).

Column %	Total	Ethnic/cultural identity			Age		Gender identity	
		Indigenous	Other ethnic / visible minority	White	18-34	35+	Male	Female
Net: Knowledgeable	21%	20%	28%	17%	21%	-	27%	15%
	-	-	D	-	-	-	H	-
Very knowledgeable	4%	8%	5%	3%	4%	-	6%	2%
	-	-	-	-	-	-	H	-
Somewhat knowledgeable	17%	13%	22%	14%	17%	-	21%	13%
	-	-	D	-	-	-	H	-
Not very knowledgeable	37%	46%	35%	37%	37%	-	43%	30%
	-	-	-	-	-	-	H	-
Not at all knowledgeable	35%	27%	31%	39%	35%	-	25%	46%
	-	-	-	C	-	-	-	G
DK/NR	7%	6%	7%	7%	7%	-	5%	9%
	-	-	-	-	-	-	-	-
Sample size (n)	690	41	270	373	690	0	269	414
Column labels	A	B	C	D	E	F	G	H

Other demographic differences:

- Those who complete the survey in English have higher stated knowledgeable about the opportunities within the RCN than those who completed it in French (23% versus 13%).
- Knowing a member or veteran of the RCN also results in higher stated knowledge than not (41% versus 16%).

### Qualitative insights: Knowledge of the opportunities within the Royal Canadian Navy

Most focus group participants admitted they do not have a good sense of what a career in the RCN would be like, and often inferred combat roles. When pressed to think about what it might be like outside this context, some did say that the RCN must have a variety of options for people. When probed further, most appreciated that the RCN needs people to play all kinds of roles, including ones that have nothing directly to do with combat – administrative, technical, and medical as examples raised – though most did not consider these roles when reflecting on a job in the RCN.

Participants generally found it easy to name some benefits and a few came up regularly, including a pension; an assumption that the pay is good; employment is guaranteed to be stable; being provided education and training

(including post-secondary); health benefits; and there are opportunities for advancement, at least in terms of being promoted up the ranks.

At the same time, participants found it very easy – perhaps even easier – to name some drawbacks of a career in the RCN. As mentioned, some were specific to the environment (for example, seasickness; being housed in small, shared, cramped spaces), while some drawbacks were seen as applying to all CAF environments (for example, risk of death or injury including PTSD). While being away from family and home for extended periods of time was viewed as a drawback for all environments, there was a shared perception that this was a more significant barrier for a career in the RCN (often centering on perceptions about how long it takes to travel by sea).

### Interest in joining the Royal Canadian Navy

After assessing knowledge, these respondents were asked how interested they would be in joining the RCN using a four-point categorical scale ranging from very interested to not at all interested. One-fifth of younger respondents (19%) say they are somewhat (14%) or very interested (4%). While one quarter (27%) say they are not very interested, half (48%) say they are not at all interested in joining the RCN.

Younger respondents who are an other ethnic or visible minority are more likely than their counterparts to say they are knowledgeable of the opportunities within the RCN (at 29%), so too are those who identify as male (at 25%).

Exhibit C5. Q41: How interested would you be in joining the Royal Canadian Navy?

Base: Respondents 18 to 34 years (n=690).

Column %	Total	Ethnic/cultural identity			Age		Gender identity	
		Indigenous	Other ethnic / visible minority	White	18-34	35+	Male	Female
Net: Interested	19%	15%	29%	13%	19%	-	25%	13%
	-	-	B D	-	-	-	H	-
Very interested	4%	3%	7%	3%	4%	-	7%	2%
	-	-	-	-	-	-	H	-
Somewhat interested	14%	12%	22%	10%	14%	-	18%	11%
	-	-	D	-	-	-	H	-
Not very interested	27%	29%	28%	26%	27%	-	31%	23%
	-	-	-	-	-	-	H	-
Not at all interested	48%	44%	36%	56%	48%	-	39%	56%
	-	-	-	C	-	-	-	G
DK/NR	6%	13%	7%	5%	6%	-	5%	8%
	-	-	-	-	-	-	-	-
Sample size (n)	690	41	270	373	690	0	269	414
Column labels	A	B	C	D	E	F	G	H

Other demographic differences:

- Those who complete the survey in English are more likely to say they are interested in joining the RCN than those who completed it in French (20% versus 12%).



- As with likelihood to join, while knowing a member or veteran of the RCN improves familiarity with and impression of the RCN, it does not result in increased interest joining. However, respondents who are more familiar with and have a positive impression of RCN, in general, do have higher interest (35% and 32%, respectively) than those not familiar (13%) or do not have a positive impression of the RCN (10%).

### Qualitative insights: Interest in joining the Royal Canadian Navy

Hardly any youth indicated they would be interested in a career in the RCN, but as mentioned, a few had considered it in the past. The numbers who had considered it were similar among the participants aged 35 to 65 years.

There were a few consistent reasons for why people had not considered it or would not, including how difficult the work is assumed to be (including the impact on one’s mental health), the level of sacrifice (physical risk and being away from home and family) and for some, the thought of being on water was unpleasant – with some mentioning seasickness or fear of water.

### Likelihood of joining a Canadian Armed Forces environment

Lastly, younger respondents were asked to consider each CAF environment and say how likely they would be to join each using a four-point categorical scale, ranging from very likely to not at all likely. Roughly one in five respondents aged 18-34 have any likelihood to join any of the CAF’s environments, with similar proportions for each (ranging from 20-24% likely). Over one-fifth (22%) say they are at somewhat (18%) or very likely (5%) to join the RCN.

Exhibit C6. Q37-39: For each of the three environments of the CAF, how likely would you be to join the...

Base: Respondents 18 to 34 years (n=690).

Row %	Net: Likely	Very likely	Somewhat likely	Not very likely	Not at all likely	DK/NR
Royal Canadian Air Force (RCAF)	24%	7%	16%	21%	48%	7%
Royal Canadian Navy (RCN)	22%	5%	18%	25%	46%	7%
Canadian Army	20%	7%	13%	26%	46%	8%

Again, younger respondents who are an other ethnic or visible minority are more likely to join each environment, so too are those who identify as male.

Exhibit C7. Q37-39: For each of the three environments of the CAF, how likely would you be to join the...

Base: Respondents 18 to 34 years (n=690).

Column % % likely	Total	Ethnic/cultural identity			Age		Gender identity	
		Indigenous	Other ethnic / visible minority	White	18-34	35+	Male	Female
Royal Canadian Air Force (RCAF)	24%	21%	32%	18%	24%	-	29%	19%
	-	-	D	-	-	-	H	-
Royal Canadian Navy (RCN)	22%	17%	32%	17%	22%	-	32%	14%
	-	-	B D	-	-	-	H	-
Canadian Army	20%	21%	28%	15%	20%	-	25%	15%
	-	-	D	-	-	-	H	-
Sample size (n)	690	41	270	373	690	0	269	414
Column labels	A	B	C	D	E	F	G	H

Other demographic differences:

- Respondents who completed the survey in English are more likely than those who completed the survey in French to say they would join the RCAF (26% likely, versus 12%) and RCN (24% versus 14%).
- Interestingly knowing a member or veteran of the RCN did not boost likelihood to join the RCN or the Army, however respondents who do know one are more likely to say they would join the RCAF (at 33% likely, compared to 22% among those who do not).
- While knowing a member or veteran improves familiarity with and impression of the RCN, it does not result in higher likelihood to join the RCN. However, respondents who are more familiar with and have a positive impression of RCN, in general, have higher likelihood to join each environment (including the RCN) than those not familiar or do not have a positive impression.

### Reactions to the Naval Experience Programme (NEP)

The RCN is exploring a recruitment option that they have named the Naval Experience Programme. While not explored in the quantitative phase, NEP was tested among focus group participants.

#### Qualitative insights: Reactions to the Naval Experience Programme (NEP)

Participants were provided with the following description of the NEP and asked to provide their reactions. Following the first group, participants were informed that it would be a paid posting; and consensus was made indicating that was an importance element of the programme.

The Royal Canadian Navy is exploring the idea of an experience program that is intended to support their recruitment efforts. The program would be one-year long and would involve enrolling people into

the Navy for a one-year term in which they would go on ships and try a variety of different jobs. The experience is meant to help people decide if the Navy is a good fit for them, and, if so, which trade they're best suited for.

Reactions to this description were almost universally positive. Participants felt this was a good way to “test-drive” being in the RCN without “signing your life away.” Some offered the rationale that a person could have a gap year, or want to make a career change, and make some money doing this instead of doing nothing.

Several volunteered that they wish this had been an option for them and many felt this was something they might more easily recommend to a friend or family member. The only hesitation seemed to be around the sense that even one year might be too much of a commitment for someone who recognized it was not going to be a fit for them. Having the freedom to step away was seen as a valuable option if it were provided. More often than not, participants felt NEP was geared to young people.

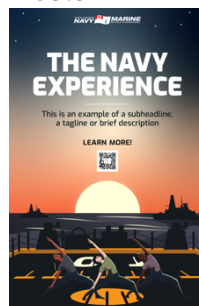
Some participants felt they needed to have more information before they passed full judgement, and a handful felt that perhaps it would not be as lucrative as it may seem in the description.

Three examples of communications material (posters; shown below and in Appendix F) were shown at random to participants and for the most part, they were not seen as hitting the mark.

Poster 1



Poster 2



Poster 3



As a collection, participants did not think that these posters reflected the experience someone would have if they joined the RCN. At best, this conclusion resulted in confusion over the intent, and at worst resulted in a feeling that the RCN was intentionally misleading people or disrespecting current or past members. When pressed on whether these posters might represent the range of experiences members may have, most participants felt that even if true, they are not the images that the RCN should use for promotion.

In terms of the individual posters, Poster 1 tended to produce at least mildly positive reactions as it showed RCN members on a ship doing something that participants felt realistically reflected an aspect of life aboard a Navy vessel.

The two posters depicting the RCN doing yoga on the ship’s bow and the soldiers on the inflatable boat received more criticism than favourable reactions as they were deemed to be expressing something either inappropriate (a “party cruise”; poster 3) or unrealistic experience (a “yoga retreat”; poster 2).

More generally, several commented that the artistic approach of comic-book style drawings might not be as effective as using actual photography at demonstrating what you would experience if you participated in the programme. Along these lines, some suggested adding at least a little more information about what a person would be doing over the year and indicating what retained value one might gain, even if you opt not to continue with the programme, or to join the RCN. Worth noting, while not the majority, several participants did appreciate the artistic approach, describing it as modern.

Many hoped that the QR code would lead them to a lot more information about the programme and more of what they wanted to see, including the experiences that a person would have, what they would get out of participating, what they would get paid, and other details that would be important to know before applying.

### Open-ended and unaided comments for the Royal Canadian Navy

When given the opportunity to provide any additional feedback to the RCN, some respondents provided comments that relate to recruitment and perceptions of careers within the RCN. Those specific comments included mentions of the RCN being understaffed (13%), mentions of recruitment issues (like lack of interest, incentives; 6%) and mentions of family who serve in the RCN (3%). Each of these comments is provided by a greater proportion of white respondents, than any other ethnic or cultural identity.

Exhibit C8. Q56: Is there any other feedback you would like to provide about the Royal Canadian Navy?

Base: Respondents who provided a response (n=292).

Column %	Total	Ethnic/cultural identity			Age		Gender identity	
		Indigenous	Other ethnic / visible minority	White	18-34	35+	Male	Female
Understaffed / Underfunded	13%	5%	7%	15%	3%	14%	16%	9%
	-	-	-	C	-	E	-	-
Recruitment issues (for example, lack of people interested to join, incentives to join, dangerous career)	6%	0%	0%	8%	11%	5%	7%	5%
	-	-	-	C	-	-	-	-
My spouse/family member served in the Royal Canadian Navy	3%	0%	0%	4%	0%	3%	0%	5%
	-	-	-	C	-	E	-	G
Sample size (n)	292	19	66	204	41	251	165	123
Column labels	A	B	C	D	E	F	G	H

## Section D: Communication needs and preferences

To determine how best to provide information about the RCN to Canadians who wish to receive it, research respondents and participants were asked about their own communication needs and preferences.

### Interest in learning more about the Royal Canadian Navy

To begin the exploration of communications needs of Canadians as it relates to the RCN, respondents were asked to say how interested they would be in learning more about the RCN using a four-point categorical scale, ranging from very interested and not interested at all. Half of respondents (49%) say they are interested in learning more about the RCN, including 12% who say they would be very interested.

Compared to their counterparts, respondents who are an other ethnic or visible minority (54%), older (51%) and those who identify as male (51%) are more likely to say they are interested in learning more about the RCN.

Exhibit D1. Q46: How interested would you be in learning more about the Royal Canadian Navy?

Base: All respondents (n=2,492).

Column %	Total	Ethnic/cultural identity			Age		Gender identity	
		Indigenous	Other ethnic / visible minority	White	18-34	35+	Male	Female
Net: Interested	49%	40%	54%	47%	42%	51%	51%	46%
	-	-	B D	-	-	E	H	-
Very interested	12%	13%	17%	11%	9%	14%	14%	10%
	-	-	D	-	-	E	H	-
Somewhat interested	36%	27%	38%	37%	33%	37%	37%	36%
	-	-	B	B	-	-	-	-
Not very interested	26%	27%	24%	26%	29%	25%	28%	24%
	-	-	-	-	F	-	-	-
Not interested at all	17%	21%	14%	18%	20%	16%	16%	19%
	-	C	-	C	F	-	-	-
DK/NR	8%	12%	8%	8%	8%	8%	6%	10%
	-	-	-	-	-	-	-	G
Sample size (n)	2492	150	769	1546	690	1802	1220	1262
Column labels	A	B	C	D	E	F	G	H

Other demographic differences:

- While knowing a member or veteran of the RCN improves familiarity with and impression of RCN, it does not result in increased interest in learning more about the RCN. However, respondents who are more familiar with and have a positive impression of RCN, in general, are more likely to say they are interested in learning more (65% for both) than those not familiar (42%) or do not have a positive impression of the RCN (30%).

## Qualitative insights: Interest in learning more about the Royal Canadian Navy

When asked and on a voluntary basis, many participants claimed they would be interested in learning more about the RCN. What participants would be most interested in learning is what the Navy is actually doing and what life is like in the RCN.

If they were searching for information, terms they would use in an internet search would likely be RCN's name and words like careers, benefits, or news.

## General communication preferences

Respondents who expressed at least some interest in learning more about the RCN were asked how they would prefer to receive that information, using a list of mediums shown in Exhibit D2. The largest proportions of respondents would prefer to hear about the RCN through traditional media (for example, news 35%, television 34%). Approximately one quarter would prefer to use the RCN website (27%) or social media (22%). One in ten (12%) express a preference for email or radio.

Exhibit D2. Q48: How would you prefer to learn more or receive information about the Royal Canadian Navy?

Base: Respondents at least 'not very interested' in learning more about the Royal Canadian Navy (n=1,863).

Column %	Total	Ethnic/cultural identity			Age		Gender identity	
		Indigenous	Other ethnic / visible minority	White	18-34	35+	Male	Female
News stories	35%	35%	30%	37%	25%	39%	36%	35%
	-	-	-	C	-	E	-	-
Television	34%	31%	30%	36%	22%	38%	36%	32%
	-	-	-	C	-	E	-	-
Royal Canadian Navy website	27%	34%	29%	26%	26%	28%	29%	26%
	-	-	-	-	-	-	-	-
Social media posts	22%	19%	28%	20%	31%	19%	20%	25%
	-	-	D	-	F	-	-	G
Videos on sites such as YouTube	22%	16%	28%	20%	25%	21%	25%	19%
	-	-	B D	-	-	-	H	-
Email	12%	11%	15%	12%	10%	13%	14%	11%
	-	-	-	-	-	-	-	-
Radio	12%	13%	13%	11%	9%	13%	12%	11%
	-	-	-	-	-	E	-	-
Podcasts	7%	11%	9%	6%	12%	5%	7%	6%
	-	-	D	-	F	-	-	-
Other	1%	0%	1%	1%	1%	1%	1%	1%
	-	-	B	B	-	-	-	-
Not interested	1%	1%	0%	1%	0%	1%	1%	1%
	-	-	-	-	-	-	-	-
DK/NR	16%	14%	14%	17%	16%	16%	16%	17%

	-	-	-	C	-	-	-	-
Sample size (n)	1863	99	606	1143	495	1368	965	894
Column labels	A	B	C	D	E	F	G	H

### Qualitative insights: General communication preferences

In terms of reaching participants, ads appearing in social media feeds or on television are typically mentioned as the best places to intercept them with outreach. Traditional media, like signs at bus stops and billboards were also mentioned as effective approaches to convey information about the RCN.

In terms of sources of information, hearing from members of the RCN was clearly mentioned most often, although a few did mention news media, and many would access the RCN's website or social feed(s).

### Following the Royal Canadian Navy on social media

Respondents were shown a list of social media platforms and were asked to say which, if any, they use to follow the RCN. One in ten respondents (11%) follow the RCN on at least one social media platform, with similar associations for each YouTube (5%), Facebook (5%), Instagram (4%) and Twitter (2%).

Again, compared to their counterparts, respondents who are an other ethnic or visible minority (18%) and those who identify as male (14%) are more likely to say they are interested in learning more about the RCN. At 18%, younger respondents are also more likely to follow the RCN on at least one social media platform.

Exhibit D3. Q47: Do you follow the Royal Canadian Navy on any of the following social media channels? Select all that apply.

Base: All respondents (n=2,492).

Column %	Total	Ethnic/cultural identity			Age		Gender identity	
		Indigenous	Other ethnic / visible minority	White	18-34	35+	Male	Female
YouTube	5%	6%	11%	3%	9%	4%	8%	3%
	-	-	B D	-	F	-	H	-
Facebook	5%	5%	7%	5%	8%	4%	7%	4%
	-	-	D	-	F	-	H	-
Instagram	4%	3%	8%	3%	8%	2%	5%	3%
	-	-	B D	-	F	-	H	-
Twitter	2%	1%	4%	1%	4%	1%	3%	1%
	-	-	B D	-	F	-	-	-
Other	0%	2%	0%	0%	0%	0%	0%	0%
	-	-	-	-	-	-	-	-
Net: At least one	11%	13%	18%	8%	18%	8%	14%	7%
	-	-	D	-	F	-	H	-
Do not follow the RCN on any social media channels	86%	84%	77%	89%	78%	89%	83%	89%
	-	C	-	C	-	E	-	G

DK/NR	4%	3%	5%	3%	4%	4%	3%	4%
	-	-	D	-	-	-	-	-
Sample size (n)	2492	150	769	1546	690	1802	1220	1262
Column labels	A	B	C	D	E	F	G	H

Other demographic differences:

- Those who know an RCN member or veteran are more likely than those who do not to follow the RCN on at least one social media platform (14% versus 9%).

## Communications testing

The RCN has developed recruitment and informative videos that have been shared on their social media platforms. While not explored in the quantitative phase, the RCN’s 2022 video was tested among focus group participants.

### Qualitative insights: Communications testing

Accordingly, participants were shown a 90-second video promoting the RCN and asked to provide their reactions to and impressions of it. It is important to note that one participant had to leave the discussion prior to viewing and rating the video so the total below does not match the number of participants noted in Appendix B: Qualitative methodology report.

Participants were asked to rate their overall impressions of the video using a 10-point scale where 10 meant ‘very positive’ and 1 meant ‘very negative’. As shown in the exhibits below, ratings were far more favourable than unfavourable.

While there was some evidence of negative and neutral ratings offered, there was a tendency to provide positive ratings. There was no discernable difference between the audiences tested, or by the language of the video shown. However, participants in Vancouver appeared to be more likely to have an unfavourable impression of the video.

While a few were nothing but enthusiastic about the video, discussion tended to elicit a lot of constructive criticism or outright criticism, even from those who offered at least somewhat favourable ratings.

Among the positives that were offered, the video was described as powerful and even cool by the participants who appreciated it. Most participants said it would grab their attention (regardless of the impression left) and it was seen as providing some exposure to what the RCN does.

Among the comments that were constructive or critical, several described the video as being over-the-top (for example, “far-fetched”, or “cheesy”) often comparing it (at times) derogatorily to a movie trailer. These people tended not to appreciate the more aggressive, intense and/or military aspects (for example, the use of the word ‘fight’). Some participants felt that it did not



represent Canada well (was more suited to the United States) or was insensitive to the people who may view it.

Some felt it displayed tokenism at times, particularly the image of a lesbian couple and an Indigenous ceremony and there were some who noted they saw few, if any, people of colour.

Some described it as being intended for a young, masculine audience and felt they were not the intended audience.

Among the participants who were more critical of the video, the choice of music, which increases in intensity as the video progresses, was not appreciated or enjoyed.

For some, this 90-second video was their deepest introduction to the RCN. For many, it gave them a little information, but many commented on being left wanting to know more. Specifically, they wanted to see RCN members doing what they do in the RCN (like a day in the life).

There was little sense that the video would cause any sort of action, despite being noticeable and memorable.

One suggestion that came up a few times was to have a voice over providing additional information or context. Another was to provide some sort of first-person testimonials to help viewers understand what a person in the RCN does and how they feel about what they do.

### Open-ended and unaided comments for the Royal Canadian Navy

When provided the opportunity to provide any additional feedback to the RCN, some respondents left comments that relate to information needs and communications preferences. Those specific comments included expressions of wanting to see more about the RCN’s Arctic efforts (8%), mentions of a lack of information about the RCN (7%) and expressing being interested in the RCN or being interested in learning more (7%).

Exhibit D4. Q56: Is there any other feedback you would like to provide about the Royal Canadian Navy?

Base: Respondents who provided a response (n=292).

Column %	Total	Ethnic/cultural identity			Age		Gender identity	
		Indigenous	Other ethnic / visible minority	White	18-34	35+	Male	Female
Would like to see the Royal Canadian Navy more active in the Arctic Ocean / Protecting Canada's north	8%	0%	3%	9%	0%	9%	8%	7%
	-	-	-	-	-	E	-	-
	7%	0%	3%	9%	3%	8%	7%	8%

Not too well known / Needs more visibility / Lack of advertising	-	-	-	-	-	-	-	-
Interesting topic / Interested in finding out more about the Royal Canadian Navy	7%	15%	12%	5%	4%	8%	6%	8%
	-	-	-	-	-	-	-	-
Sample size (n)	292	19	66	204	41	251	165	123
Column labels	A	B	C	D	E	F	G	H

## Conclusions

Past research conducted on behalf of the Canadian Armed Forces (CAF) had only scratched the surface of awareness and familiarity of the Royal Canadian Navy (RCN), specifically. This study provides a comprehensive understanding of public opinion surrounding the RCN. To answer the fundamental question on whether impressions of the RCN are the same or different than those of other environments or the CAF, the results reveal that it depends on the measure being tested.

Familiarity with the RCN is soft overall (at 30%), lower than all other environments and the CAF overall, and awareness of its various roles is also modest. There is a correlation between awareness of the roles of the RCN and the importance of those roles; that is, defending Canada, securing the future against threats, and making the world safer are, in that order, the most well-known and important roles of the RCN.

Focus group discussions with Canadians reveal that these levels of familiarity stem from what participants say, is a lack of communication or media coverage on what the RCN is doing in Canada and globally. For most of those participants who had heard anything recently about the RCN, it was that the RCN is dealing with a staffing shortage and is hiring.

This lack of awareness often results in uninformed and/or neutral impressions of the RCN as some people hold back on offering an opinion that is either positive or negative. While overall impressions of the RCN are far more likely to be favourable than unfavourable, only soft majorities believe it is essential (63%), is a source of pride (52%), or would have a positive reaction if they heard a family or friend became a member (54%).

Relatedly, conversations with focus group participants regarding these perceptions often showed a lack of confidence in even the opinions that were held – many felt too unfamiliar to pass these kinds of judgements whether they provided them or not. That said, participants were very complimentary of the strength, determination, courage, and commitment of those who serve in the RCN; no negative adjectives were used to describe them.

One-fifth of survey respondents 18-34 years old say they are knowledgeable of the opportunities in the RCN (21%), are interested in joining (19%) and are likely to (22%). Conversely, hardly any youth expressed any interest in or likelihood to join the RCN; and while many participants could offer their perspective of what they assume the RCN could offer as an employer, very few considered any roles outside of combat.

Half (49%) of survey respondents say that they would consider the RCN appealing for someone who was considering joining the CAF, which is higher than appeal of the Army (44%) but lower than the Royal Canadian Air Force (RCAF) (54%). Furthermore, over half (54%) say they would have a favourable reaction to learning that someone they know was joining the RCN. These findings are consistent with what was learned in the qualitative research. Specifically, focus group participants indicated they would be supportive of individuals who want to serve in any environment of the CAF but believe that it takes many qualities to be well-suited for that career. Therefore, they would not recommend it unless that person was already interested.

Perceptions of diversity in the RCN are mixed, and Canadians demonstrate having concerns. While there is a tendency to agree rather than disagree that the RCN is as good a place for

women (53%) or visible minorities (54%) to work as it is for others, far fewer feel the same for LGBTQ2S+ (35%). As well, 39% agree they are concerned about systemic racism in the RCN and only 26% agree that the RCN does a good job of handling misconduct that is racist, sexist, or hateful. On these last two points, large proportions decline to offer an opinion one way or another, but clearly, confidence is neither high nor broad on those aspects.

Misconduct and systemic racism were never issues volunteered by focus group participants. However, especially as it pertained to members of the LGBTQ2S+, more participants than not felt that the RCN would, at best, be an intimidating place to work, and at worst, be unsafe. Among those who held that view, none were certain (that is, no one cited instances of it), and instead seemed to be an assumption they felt comfortable making.

General awareness, familiarity, and impressions are all consistently greater and more positive among respondents who are white, older, and male. Interestingly, looking specifically at recruitment metrics, including awareness of opportunities, interest and likelihood in joining, while those who identify as male continue to represent higher proportions, survey respondents who identify as an ethnic or visible minority also present higher proportions on those metrics.

While half of survey respondents (48%) indicated that they were interested in learning more about the RCN, openness to knowing more about the RCN among focus group participants reached near consensus. In particular, participants want to know what it is actually like as a member of the RCN (ideally from a first-hand perspective) and what missions the RCN is currently undertaking.

When shown a 90-second video produced by the RCN, it appeared that some participants were let down in the sense that they did not feel it conveyed this perspective (first-hand, testimonial, of a day in the life). The video seemed to convey stereotypes they had previously assumed were not true of the RCN including, not being culturally diverse and being well-suited for those that would belong in a 'boys club'.

The Naval Experience Programme (NEP) received widely favourable reaction. The NEP offered the opportunity to explore a career in the RCN with less fear that they would need to commit fully to a career, though some were not sure about having to commit to a full year if they learned early on that it was not well-suited to them.

While reactions to NEP were mostly favourable, reaction to the creative materials promoting the programme were less so. The posters regularly left participants feeling like the images were too light-hearted and unrealistic of the kinds of experiences the programme was offering. Some questioned whether they were (possibly intentionally) misleading youth to improve recruitment efforts. Many participants wanted to see real members fulfilling real roles in the RCN, and preferably with photos rather than illustrations.

Overall, few have informed impressions of the RCN, including what it does and who serves in its ranks. However, an opportunity exists, as Canadians are wanting to be informed and are hoping to be pleasantly surprised or have their positive assumptions affirmed.

## Appendix A: Quantitative methodology report

### Survey methodology

Earnscliffe Strategy Group’s overall approach for this study was to conduct an online survey of a minimum of 2,490 Canadians aged 18 and older using an online panel sample. This consisted of a base sample of 2,000 Canadian adults plus additional oversamples (as necessary) to achieve a minimum of 800 respondents who identify as either ethnic minorities or visible minorities, as well as a total of 150 Indigenous respondents. A detailed discussion of the approach used to complete this research is presented below.

### Questionnaire design

The questionnaire for this study was designed by Earnscliffe, in collaboration with the RCN, and provided for fielding to Leger. The survey was offered to respondents in both English and French and completed based on their preferences. All questions were mandatory, with exception of the final open-ended question that provided all interested respondents an opportunity to leave additional comments for the RCN.

### Sample design and selection

The sampling plan for the study was designed by Earnscliffe in collaboration with the RCN, and the sample was drawn by Leger based on Earnscliffe’s instructions. The surveys were completed using Leger’s opt-in online research panel. Digital fingerprinting was used to help ensure that no respondent took the online survey more than once.

A total of 2,492 cases were collected as the sample of the general population. The profile of respondents will be that of the general population with an oversample of those who identify as an ethnic or visible minority and Indigenous Canadians. The following table outlines the minimum targeted completions based on a survey of 2,000 general population Canadians, as well as the final number of completions (including necessary oversample).

#### Sampling plan and survey completions

Segment	Minimum target completions	Actual completions
<b>Region/Province</b>		
Atlantic Canada	137	165
Quebec	469	549
Ontario	767	991
Manitoba/Saskatchewan	131	173
Alberta	225	320
British Columbia	271	294
<b>Gender identity</b>		
Female	1,028	1262
Male	972	1220
<b>Age</b>		
18-34	546	690
35-54	682	896
55+	772	906
<b>Ethnic or cultural identity</b>		

Ethnic or visible minority	800	919
Indigenous Canadian	150	150
Other ethnic or visible minority	650	769

The final data were weighted to replicate actual population distribution by region, age and gender according to the most recent Census data available.

## Data Collection

The online survey was conducted in English and French from November 22 to 27, 2022 and took an average of 10 minutes to complete. The survey was undertaken by Leger using their proprietary online panel.

## Quality Controls

Leger’s panel is actively monitored for quality through a number of approaches (digital fingerprinting, in-survey quality measures, incentive redemption requirements, etc.) to ensure that responses are only collected from legitimate Canadian panel members.

## Results

### Final dispositions

A total of 2,938 individuals entered the online survey, of which 2,492 qualified as valid and completed the survey. The response rate for this survey was 14.9%.

Total entered survey: 2938

Completed: 2492

Not qualified/screen out: 255

Over quota: 30

Suspend/drop-off: 161

Unresolved (U): 14189

Email invitation bounce-backs: 16

Email invitations unanswered: 14173

In-scope non-responding (IS): 161

Qualified respondent break-off: 161

In-scope responding (R): 2503

Completed surveys disqualified – quota filled: 0

Completed surveys disqualified – other reasons: 11

Completed surveys – valid: 2492

Response rate =  $R/(U+IS+R)$ : 14.9%

## Nonresponse

Respondents for the online survey were selected from among those who have volunteered to participate in online surveys by joining an online opt-in panel. The notion of nonresponse is more complex than for random probability studies that begin with a sample universe that can, at least theoretically, include the entire population being studied. In such cases, nonresponse can occur at a number of points before being invited to participate in this particular survey, let alone in deciding to answer any particular question within the survey.

## Margin of error

Respondents for the online survey were selected from among those who have volunteered or registered to participate in online surveys. Because the sample is based on those who initially self-selected for participation in the panel, no estimates of sampling error can be calculated. The results of such surveys cannot be described as statistically projectable to the target population. The treatment here of the non-probability sample is aligned with the Standards for the Conduct of Government of Canada Public Opinion Research - Online Surveys.

## Appendix B: Qualitative methodology report

### Methodology

The qualitative phase which involved a series of twelve (12) focus groups between February 6 and 8, 2023. Two groups were held with residents of each of five cities (Moncton, Montreal, Toronto, Winnipeg, and Vancouver) with one group among residents aged 18 to 34 and the other group among those aged 35 to 65 years. Two additional groups were held exclusively among Indigenous participants, one with residents of Eastern Canada (all provinces east of Manitoba) and one with residents of Western Canada (all provinces west of Ontario). Three groups were conducted in French (both groups with residents of Montreal and one of the groups with residents of Moncton among those aged 35 to 65), while all other groups were conducted in English. Participants from official language minority communities were accommodated in their preferred language. Groups were recruited based on the official language with which they were most comfortable, as well as their geographic location to accommodate time zone differences. Any participant recruited for one language group who expresses preference for the other was invited to a different group that fits their language and time zone preferences.

#### Schedule and composition of the focus groups

Group #	Audience	Region/Language	Time	Number of participants
Monday, February 6, 2023				
1	Young adults 18 to 34	Moncton (EN)	4:00 pm EST / 5:00 pm AST	7
2	Young adults 18 to 34	Montreal (FR)	6:00 pm EST	8
3	Young adults 18 to 34	Winnipeg (EN)	6:00 pm EST / 5:00 pm CST	7
4	Young adults 18 to 34	Vancouver (EN)	8:00 pm EST / 5:00 pm PST	7
Tuesday, February 7, 2023				
5	Young adults 18 to 34	Toronto (EN)	5:00 pm EST	7
6	Adults 35 to 65	Winnipeg (EN)	6:00 pm EST / 5:00 pm CST	4
7	Adults 35 to 65	Montreal (FR)	7:00 pm EST	8
8	Adults 35 to 65	Vancouver (EN)	8:00 pm EST / 5:00 pm PST	7
Wednesday, February 8, 2023				
9	Adults 35 to 65	Moncton (FR)	4:00 pm EST / 5:00 pm AST	4
10	Adults 35 to 65	Toronto (EN)	6:00 pm EST	7



11	Indigenous people 18 to 65	Eastern Canada (EN)	6:00 pm EST / 7:00 pm AST / 7:30 pm NST	7
12	Indigenous people 18 to 65	Western Canada (EN)	8:00 pm EST / 7:00 pm CST / 6:00 pm MST / 5:00 pm PST	5

## Recruitment

Participants were recruited using a five-minute screening questionnaire (included in Appendix D).

The screener contained a series of standard screening questions to ensure participants qualified based on their age, ethnic or cultural identity (that is, Indigenous and non-Indigenous) and location, ensuring a good mix of other demographics such as gender, household income, vocation, etc.

Our fieldwork subcontractor, Quality Response, relied on panels and databases of Canadians. This is the approach employed most often. Quality Response reaches out to members of their database first via email and follows-up with telephone calls to pre-qualify respondents.

Quality Response’s database includes approximately 35,000 Canadians with profiling on a range of attributes including standard personal demographics, household composition, medical background, technology usage, financial services, health and wellness, business profiles, and other relevant criteria. Their database is constantly being updated and replenished and operates out of their own, onsite telephone room in Toronto, Ontario. Potential group participants are recruited to their database via mixed-mode: following a proprietary telephone survey, online, referral, social media and print advertising. Initial contact is often made via email or online pre-screening for speed and economies, followed up by personal telephone recruitment and pre-group attendance confirmation.

Quality Response understands the nuances of qualitative recruiting and the importance of locating qualified, interested respondents. Their recruiting is undertaken in strict accordance with the Standards for the Conduct of Government of Canada Public Opinion Research – Qualitative Research.

Reminder calls were made prior to the groups to confirm participants’ intention to attend and to encourage higher rates of participation. As well, all participants received a cash honorarium of \$100 at the end of the group discussion.

A total of eight participants were recruited for each group. All participants agreed to the presence of observers and recording of the session during the screening process and at the beginning of the session (for those who attended).

## Moderation

We relied on two qualified moderators. Given the timeline for the project, using two moderators allowed us to conduct all of the focus groups over the course of one week (3 nights).

Both moderators attended the kick-off night of focus groups. This ensured that both were aware of the flow of the focus groups and were involved in any conversation about potential changes to the discussion guide or flow of conversation for each subsequent night.

In our experience, there is value in using multiple moderators (within reason) as it ensures that no single moderator develops early conclusions. Each moderator takes notes and summarizes their groups after each night. The moderators each provide a debrief on their groups including the functionality of the discussion guide; any issues relating to recruiting, turnout, or technology; and key findings including noting instances where they were unique and where they were similar to previous sessions. Together, they discuss the findings both on an ongoing basis in order to allow for probing of areas that require further investigation in subsequent groups, and before the final results are reported.

## A note about interpreting qualitative research results

It is important to note, when reading the qualitative findings, that qualitative research is a form of scientific, social, policy, and public opinion research. Focus group research is designed to elicit the full range of ideas, attitudes, experiences, and opinions of a selected sample of participants on a defined topic. Because of the small numbers involved, the participants cannot be expected to be thoroughly representative in a statistical sense of the larger population from which they are drawn, and findings cannot reliably be generalized beyond their number.

## Glossary of terms

The following is a glossary of terms used throughout the report to impart the qualitative findings. These phrases are used when groups of participants share a specific point of view. Unless otherwise stated, it should not be taken to mean that the rest of participants disagreed with the point; rather others either did not comment or did not have a strong opinion on the question.

### Glossary of qualitative terms

Generalization	Interpretation
Few	Few is used when less than 10% of participants have responded with similar answers.
Several	Several is used when fewer than 20% of the participants responded with similar answers.
Some	Some is used when more than 20% but significantly fewer than 50% of participants with similar answers.
Many	Many is used when nearly 50% of participants responded with similar answers.
Majority/Plurality	Majority or plurality are used when more than 50% but fewer than 75% of the participants responded with similar answers.
Most	Most is used when more than 75% of the participants responded with similar answers.
Vast majority	Vast majority is used when nearly all participants responded with similar answers, but several had differing views.
Unanimous/Almost all	Unanimous or almost all are used when all participants gave similar answers or when the vast majority of participants gave similar answers and the remaining few declined to comment on the issue in question.

## Appendix C: Survey questionnaire

### Introduction

Welcome and thank you for your participation in this study. Earnscliffe Strategies, in collaboration with Leger, has been hired to administer an online survey on behalf of the Government of Canada on current issues of interest to Canadians.

Click [here](#) if you wish to verify the authenticity of this survey [LINK TO CRIC REGISTRATION]. If you have any questions about the survey, you may contact [navypublicaffairs.affairespubliquesdelamarine@forces.gc.ca](mailto:navypublicaffairs.affairespubliquesdelamarine@forces.gc.ca).

The survey takes about 12 minutes to complete and is voluntary and completely confidential.

Your responses to this survey will be kept entirely anonymous and any information you provide will be administered in accordance with the Privacy Act and other applicable privacy laws. Leger’s privacy policy can be accessed [here](#) (LEGER TO INSERT LINK). Do you wish to continue?

Yes  
No

### Section 1: Screening

1. What is your gender?

Male	1
Female	2
Other, please specify (e.g., transgender, non-binary): [OPEN END]	3

2. In what year were you born?

[INSERT YEAR. IF YOUNGER THAN 18 YEARS TERMINATE]

3. Which province or territory do you live in?

Newfoundland and Labrador	1
Nova Scotia	2
Prince Edward Island	3
New Brunswick	4
Quebec	5
Ontario	6
Manitoba	7
Saskatchewan	8
Alberta	9
British Columbia	10
Yukon [THANK & TERMINATE]	11

Nunavut [THANK & TERMINATE]	12
Northwest Territories [THANK & TERMINATE]	13
Prefer not to say [THANK & TERMINATE]	99
4. Are you an Indigenous person, that is, First Nations (North American Indian), Métis or Inuk (Inuit)?	
Yes	1
No	2
Don't know/Prefer not to answer	9
5. [ASK IF Q4>1] Are you...? [SELECT UP TO THREE]	
White	1
South Asian (e.g., East Indian, Pakistani, Sri Lankan, etc.)	2
Chinese	3
Black	4
Filipino	5
Latin American	6
Arab	7
Southeast Asian (e.g., Vietnamese, Cambodian, Malaysian, Laotian, etc.)	8
West Asian (e.g., Iranian, Afghan, etc.)	9
Korean	10
Japanese	11
Other [SPECIFY]	98
Don't know/Prefer not to answer	99
6. Do you, or does anyone in your immediate family or household, work in any of the following areas?	
Advertising or Market Research [THANK & TERMINATE]	1
The media (i.e., TV, radio, newspapers) [THANK & TERMINATE]	2
None of the above	7
Prefer not to answer [THANK & TERMINATE]	9

ROLLOVER NOTE: "Family" in this instance refers to immediate family members only, such as father, mother, and children, if not living in same household (not uncles, aunts, etc.). Extended family members who actually live in the household should also be flagged.

\*THOSE WHO ARE NOT ELIGIBLE: Thank you for your willingness to take part in this survey, but you do not meet the eligibility requirements of this study

ALL WHO ARE ELIGIBLE: Thank you, let's begin the survey.

## Section 2: RCN Awareness and Impressions

7. What three words would you use to describe the Royal Canadian Navy (RCN)? [OPEN END, INLCUDE "Don't know/Prefer not to say" OPTION]

Overall, how familiar would you say you are with the following? [RANDOMIZE]

- 8. The Canadian Armed Forces (CAF)
- 9. The Royal Canadian Air Force (RCAF)
- 10. The Canadian Army
- 11. The Royal Canadian Navy (RCN)

Very familiar	4
Somewhat familiar	3
Not very familiar	2
Not at all familiar	1
Don't know/Prefer not to answer	9

What is your overall impression of the following? [RANDOMIZE]

- 12. The Canadian Armed Forces (CAF)
- 13. The Royal Canadian Air Force (RCAF)
- 14. The Canadian Army
- 15. The Royal Canadian Navy (RCN)

Strongly positive	5
Somewhat positive	4
Neither/Neutral	3
Somewhat negative	2
Strongly negative	1
Don't know/Prefer not to answer	9

- 16. What is your overall impression of the people who serve in the Royal Canadian Navy?

Strongly positive	5
Somewhat positive	4
Neither/Neutral	3
Somewhat negative	2
Strongly negative	1
Don't know/Prefer not to answer	9

- 17. Do you think the Royal Canadian Navy is essential or no longer needed? Please use a 5-point scale, where “1” no longer needed at all and “5” means very essential.

Very essential	5
4	4
3	3
2	2
No longer needed at all	1
Don't know/Prefer not to answer	9

- 18. To what extent do you think the Royal Canadian Navy is a source of pride for Canadians? Please use a 5-point scale, where “1” means not at all a source of pride, “3” is neutral, and “5” means very much a source of pride.

Very much a source of pride	5
-----------------------------	---

4	4
Neutral	3
2	2
Not at all a source of pride	1
Don't know/Prefer not to answer	9

To what extent do you agree or disagree with the following statements? [ROTATE]

19. The Royal Canadian Navy shares the same values as me	
20. The Royal Canadian Navy represents Canadian values	
21. There is a wide variety of jobs available within the Royal Canadian Navy	
22. I could see myself joining the Royal Canadian Navy	
23. The membership of the Royal Canadian Navy seems just as diverse as the Canadian population	
24. The Royal Canadian Navy is as good a career choice for women as it is for men	
25. Compared to the Canadian Army and the Royal Canadian Air Force, the Royal Canadian Navy provides a better work environment for women.	
26. Systemic racism in the Royal Canadian Navy is something I am concerned about	
27. The Royal Canadian Navy does a good job of addressing misconduct such as racist, sexist or hateful conduct	
28. The Royal Canadian Navy is as good a career choice for people in the 2SLGBTQIA+ community as it is for anyone else	
29. The Royal Canadian Navy is as good a career choice for visible minorities as it is for anyone else	
Strongly agree	5
Somewhat agree	4
Neither	3
Somewhat disagree	2
Strongly disagree	1
Don't know/Prefer not to say	9

### Section 3: RCN Roles

30. The following is a list of some of the roles the Royal Canadian Navy plays domestically and internationally. Which, if any, did you know were roles of the Royal Canadian Navy before taking this survey? [RANDOMIZE, SELECT ALL THAT APPLY]

Defend Canada	
Protect our economy	
Help to make the world safer	
Increase our influence worldwide (diplomacy)	
Secure our future against uncertain threats	
Represent part of our national identity	
None of the above	88
Don't know/Prefer not to say	99

In your view, how important are each of these roles? Please use a 5-point scale, where 1 means not important at all, and 5 means very important. [RANDOMIZE]

31. Defend Canada	
32. Protect our economy	
33. Help to make the world safer	
34. Increase our influence worldwide (diplomacy)	
35. Secure our future against uncertain threats	
36. Represent part of our national identity	
5 - Very important	5
4	4
3	3
2	2
1 - Not important at all	1
Don't know/Prefer not to say	9

#### Section 4: Attitudes Towards Joining the RCN and Recruitment

[IF 18-34] For each of the three environments of the CAF, how likely would you be to join...  
[RANDOMIZE]

37. The Canadian Army	
38. The Royal Canadian Air Force (RCAF)	
39. The Royal Canadian Navy (RCN)	
Very likely	4
Somewhat likely	3
Not very likely	2
Not at all likely	1
Don't know/Prefer not to answer	9
40. [IF 18-34] How knowledgeable do you feel you are about career opportunities within the Royal Canadian Navy specifically?	
Very knowledgeable	4
Somewhat knowledgeable	3
Not very knowledgeable	2
Not at all knowledgeable	1
Don't know/Prefer not to answer	9
41. [IF 18-34] How interested would you be in joining the Royal Canadian Navy?	
Very interested	4
Somewhat interested	3
Not very interested	2
Not at all interested	1
Don't know/Prefer not to answer	9

[ASK ALL] If a person you know, such as a family member or friend, told you that they were joining the Canadian Armed Forces and asked you how appealing you thought a career might be in each

of the three environments of the CAF, how would you rate the appeal of working in each of the environments below? [RANDOMIZE]

- 42. The Canadian Army
- 43. The Royal Canadian Airforce (RCAF)
- 44. The Royal Canadian Navy (RCN)

Very appealing	5
Somewhat appealing	4
Neither appealing nor unappealing	3
Somewhat unappealing	2
Very unappealing	1
Don't know/Prefer not to answer	9

- 45. If a person you know, such as a family member or friend, told you that they were joining the Royal Canadian Navy, would your reaction to that decision be...

Very favourable	5
Somewhat favourable	4
Neutral	3
Somewhat unfavourable	2
Very unfavourable	1
Don't know/Prefer not to answer	

## Section 5: Communications

- 46. How interested would you be in learning more about the Royal Canadian Navy?

Very interested	4
Somewhat interested	3
Not very interested	2
Not interested at all	1
Don't know/Prefer not to say	9

- 47. Do you follow the Royal Canadian Navy on any of the following social media channels? [RANDOMIZE, SELECT ALL THAT APPLY]

Facebook	1
Twitter	2
Instagram	3
YouTube	4
Other (please specify)	5
Do not follow the Royal Canadian Navy on any social media channels	8
Don't know/Prefer not to say	9

- 48. [ASK ONLY IF AT LEAST "NOT VERY INTERESTED"] How would you prefer to learn more or receive information about the Royal Canadian Navy? [RANDOMIZE, SELECT ALL THAT APPLY]

Royal Canadian Navy website



- Email
- News stories
- Podcasts
- Radio
- Social media posts (Facebook, Twitter, Instagram, etc.)
- Television
- Videos on sites such as YouTube
- Other (please specify):
- Don't know/Prefer not to say

## Section 6: Demographics

49. What is the highest level of formal education that you have completed?

Grade 8 or less	1
Some high school	2
High school diploma or equivalent	3
Registered apprenticeship or other trades certificate or diploma	4
College, CEGEP or other non-university certificate or diploma	5
University certificate or diploma below bachelor's level	6
Bachelor's degree	7
Post graduate degree above bachelor's level	8
Don't know/Prefer not to answer	99

50. Which of the following categories best describes your total household income? That is, the total income of all persons in your household combined, before taxes.

Under \$20,000	1
\$20,000 to just under \$40,000	2
\$40,000 to just under \$60,000	3
\$60,000 to just under \$80,000	4
\$80,000 to just under \$100,000	5
\$100,000 to just under \$150,000	6
\$150,000 and above	7
Don't know/Prefer not to answer	9

51. Which of the following best describes the size of community in which you live?

Population of 100,000 or more	1
Population of between 30,000 and 99,999 residents	2
Population of between 1,000 and 29,999 residents	3
Population of less than 1,000 residents	4
Don't know/Prefer not to say	9

For each of the following, please indicate whether you know someone who is a current or former member. [RANDOMIZE EXCEPT FOR ANCHORING LAST ITEM. SELECT ALL THAT APPLY]

52. The Canadian Army

- 53. The Royal Canadian Airforce (RCAF)
- 54. The Royal Canadian Navy (RCN)
- 55. [ALWAYS LAST] In the Canadian Armed Forces, but unsure in which environment

Know a current member	1
Know or have known a veteran (that is, a former member)	2
I don't know a current member or veteran	3
Don't know/Prefer not to say	9

- 56. Is there any other feedback you would like to provide about the Royal Canadian Navy?  
[OPEN END]

I have nothing additional to say	8
Don't know/Prefer not to say	9

This concludes the survey. Thank you very much for your thoughtful feedback. It is much appreciated.

[PRE-TEST ONLY ADD QUESTIONS A THRU J]

- A. Did you find any aspect of this survey difficult to understand? Y/N
- B. [IF A=YES] Please describe what you found difficult to understand.
- C. Did you find the way of the any of the questions in this survey were asked made it difficult for you to provide your answer? Y/N
- D. [IF C=YES] Please describe the problem with how the question was asked.
- E. Did you experience any difficulties with the language? Y/N
- F. [IF E=YES] Please describe what difficulties you had with the language.
- G. Did you find any terms confusing? Y/N
- H. [IF G=YES] Please describe what terms you found confusing.
- I. Did you encounter any other issues during the course of this survey that you would like us to be aware of? Y/N
- J. [IF I=YES] What are they?

This concludes the survey. Thank you for your participation!

## Appendix D: Recruitment screener

### Focus Group Summary

- Recruit 8 participants per group
- Groups are 90 minutes in length
- 12 groups in total:
  - 5 groups with Canadians 18-34
  - 5 groups with Canadians 35-65
  - 2 groups with Indigenous people 18-65
- The 10 city-specific groups will be conducted with Canadians who live within a 100km radius of: Moncton, NB (one in English, one in French), Montreal, QC (French), Toronto, ON (English), Winnipeg, MB (English) and Vancouver, BC (English).
- The 2 groups with Indigenous people will be conducted with residents of Eastern Canada (NL, PE, NS, NB, QC, ON) and Western Canada (MB, SK, AB, BC) in English.
- Ensure good mix of other demos as applicable (province within regions, age, gender, income, education, employment and for the city-specific groups, cultural background)
- Any participant recruited for one language group who expresses preference for the other will be invited to a different group that fits their language and time zone preferences.

Group #	Audience	Region/Language	Time
Monday, February 6, 2023			
1 (SC)	Canadians 18-34	Moncton (EN)	4:00 pm EST / 5:00 pm AST
2 (SC)	Canadians 18-34	Montreal (FR)	6:00 pm EST
3 (DA)	Canadians 18-34	Winnipeg (EN)	6:00 pm EST / 5:00 pm CST
4 (DA)	Canadians 18-34	Vancouver (EN)	8:00 pm EST / 5:00 pm PST
Tuesday, February 7, 2023			
5 (SC)	Canadians 18-34	Toronto (EN)	5:00 pm EST
6 (DA)	Canadians 35-65	Winnipeg (EN)	6:00 pm EST / 5:00 pm CST
7 (SC)	Canadians 35-65	Montreal (FR)	7:00 pm EST
8 (DA)	Canadians 35-65	Vancouver (EN)	8:00 pm EST / 5:00 pm PST
Wednesday, February 8, 2023			
9 (SC)	Canadians 35-65	Moncton (FR)	4:00 pm EST / 5:00 pm AST
10 (SC)	Canadians 35-65	Toronto (EN)	6:00 pm EST
11 (DA)	Indigenous people 18-65	Eastern Canada (EN)	6:00 pm EST / 7:00 pm AST / 7:30 pm NST
12(DA)	Indigenous people 18-65	Western Canada (EN)	8:00 pm EST / 7:00 pm CST / 6:00 pm MST / 5:00 pm PST

Respondent's name:	Interviewer:
Respondent's phone number: (work)	Date:
Respondent's phone number: (cell)	Validated:
Respondent's email:	Quality Central:
Sample source: panel random client referral	On list:
	On quotas:

Hello/Bonjour, this is \_\_\_\_\_ calling on behalf of Earncliffe, a national public opinion research firm. We are organizing a series of discussion groups on issues of importance on behalf of the Government of Canada. We are looking for people who would be willing to participate in a 90-minute online discussion group. Up to 8 participants will be taking part and for their time, participants will receive an honorarium. May I continue?

Yes CONTINUE  
No THANK AND TERMINATE

Participation is voluntary. We are interested in hearing your opinions; no attempt will be made to sell you anything or change your point of view. The format is a 'round table' discussion led by a research professional. All opinions expressed will remain anonymous and views will be grouped together to ensure no particular individual can be identified. I would like to ask you a few questions to see if you or someone in your household qualify to participate. This will take about three minutes. May I continue?

Yes CONTINUE  
No THANK AND TERMINATE

**Monitoring text:**

READ TO ALL: "This call may be monitored or audio taped for quality control and evaluation purposes.

ADDITIONAL CLARIFICATION IF NEEDED:

To ensure that I (the interviewer) am reading the questions correctly and collecting your answers accurately;

To assess my (the interviewer) work for performance evaluation;

To ensure that the questionnaire is accurate/correct (i.e. evaluation of CATI programming and methodology – we're asking the right questions to meet our clients' research requirements – kind of like pre-testing)

If the call is audio taped, it is only for the purposes of playback to the interviewer for a performance evaluation immediately after the interview is conducted or it can be used by the Project Manager/client to evaluate the questionnaire if they are unavailable at the time of the interview – all audio tapes are destroyed after the evaluation.

1. Do you or does anyone in your immediate family or household work in any of the following areas?

Yes No

A marketing research firm	1	2
A magazine or newspaper, online or print	1	2
A radio or television station	1	2
A public relations company	1	2
An advertising agency or graphic design firm	1	2
An online media company or as a blog writer	1	2
The government, whether federal, provincial or municipal	1	2
The Canadian Armed Forces or Department of National Defence	1	2

**IF “YES” TO ANY OF THE ABOVE, THANK AND TERMINATE**

2. What is your racial and/or ethnic background? [SELECT ALL THAT APPLY]

Black (African, Afro-Caribbean, African-Canadian descent)	1
East Asian (Chinese, Korean, Japanese, Taiwanese descent)	2
Indigenous (First Nations, Inuit, Métis)	3
Latin American (Hispanic descent)	4
Middle Eastern (West Asian or North African descent, e.g. Afghan, Egyptian, Iranian)	5
South Asian (Indian, Pakistani, Sri Lankan, Indo-Caribbean descent)	6
Southeast Asian (Filipino, Vietnamese, Cambodian, Thai descent)	7
White (European descent)	8
Prefer not to answer	9

**IF Q2=3, CONTINUE FOR INDIGENOUS GROUPS (GROUPS 11, AND 12)  
ALL ARE ELIGIBLE FOR ALL OTHER GROUPS. ENSURE A GOOD MIX – AIM FOR A  
MINIMUM OF TWO NON-CAUCASIAN PARTICIPANTS PER GROUP (AMONG NON-  
INDIGENOUS).**

3. Which of the following age categories do you fall in to? Are you...? [ENSURE GOOD MIX]

Under 18 years	1	THANK AND TERMINATE
18-24 years	2	
25-29 years	3	
30-34 years	4	
35-44 years	5	
45-54 years	6	
55-65 years	7	
66+ years	8	THANK AND TERMINATE

**ENSURE GOOD MIX OF AGES WITHIN AGE CATEGORIES (18-34, 35-65, 18-65).**

4. In which province or territory do you live?

Newfoundland and Labrador	1	GROUP 11 ONLY
Nova Scotia	2	GROUP 11 ONLY
New Brunswick	3	
Prince Edward Island	4	GROUP 11 ONLY
Quebec	5	

Ontario	6	
Manitoba	7	
Saskatchewan	8	GROUP 12 ONLY
Alberta	9	GROUP 12 ONLY
British Columbia	10	
Nunavut	11	THANK AND TERMINATE
Northwest Territories	12	THANK AND TERMINATE
Yukon	13	THANK AND TERMINATE

**FOR GROUPS 11, AND 12, WITH INDIGENOUS PEOPLE, EASTERN CAN= NL, PE, NS, NB, QC, ON; WESTERN CAN= MB, SK, AB or BC; ENSURE A GOOD MIX WITHIN REGION**

5. [ASK IF NOT INDIGENOUS] Do you live within 100km/1 hour of... [TERMNATE IF 'NO']

	Yes	No
[IF NEW BRUNSWICK] Moncton	1	2
[IF QUEBEC] Montreal	1	2
[IF ONTARIO] Toronto	1	2
[IF MANITOBA] Winnipeg	1	2
[IF BRITISH COLUMBIA] Vancouver	1	2

6. What gender do you identify with? [ENSURE GOOD MIX]

Male	1
Female	2
Non-binary person	3
Two-spirit	4
Another gender identify	5
Prefer not to answer	9

7. What is your current employment status? [ENSURE GOOD MIX]

Working full-time	1	
Working part-time	2	
Self-employed	3	
Retired	4	
Unemployed	5	
Student	6	
Other	7	
Prefer not to answer	9	THANK AND TERMINATE

8. Which of the following categories best describes your total household income; that is, the total income of all persons in your household combined, before taxes? [READ LIST]  
[ENSURE GOOD MIX]

Under \$20,000	1	
\$20,000 to under \$40,000	2	
\$40,000 to under \$60,000	3	
\$60,000 to under \$80,000	4	
\$80,000 to under \$100,000	5	
\$100,000 to under \$150,000	6	
\$150,000 or more	7	
Prefer not to answer	9	THANK AND TERMINATE

9. What is the last level of education that you have completed? [ENSURE GOOD MIX]

Some high school only	1	
Completed high school	2	
Some college/university	3	
Completed college/university	4	
Post-graduate studies	5	
Prefer not to answer	9	THANK AND TERMINATE

This research will require participating in a video call online.

10. Do you have access to a computer, smartphone or tablet with high-speed internet which will allow you to participate in an online discussion group?

Yes	CONTINUE
No	THANK AND TERMINATE

11. Does your computer/smartphone/tablet have a camera that will allow you to be visible to the moderator and other participants as part of an online discussion group?

Yes CONTINUE  
No THANK AND TERMINATE

12. Do you have a personal email address that is currently active and available to you?

Yes CONTINUE, PLEASE RECORD EMAIL  
No THANK AND TERMINATE

13. Have you participated in a discussion or focus group before? A discussion group brings together a few people in order to know their opinion about a given subject.

Yes 1 MAX 4 PER AUDIENCE  
No 2 SKIP TO Q16  
Don't know/Prefer not to answer 9 THANK AND TERMINATE

14. When was the last time you attended a discussion or focus group?

If within the last 6 months 1 THANK AND TERMINATE  
If not within the last 6 months 2 CONTINUE  
Don't know/Prefer not to answer 9 THANK AND TERMINATE

15. How many of these sessions have you attended in the last five years?

If 4 or less 1 CONTINUE  
If 5 or more 2 THANK AND TERMINATE  
Don't know/Prefer not to answer 9 THANK AND TERMINATE

## INVITATION

16. Participants in discussion groups are asked to voice their opinions and thoughts. How comfortable are you in voicing your opinions in front of others? Are you...? [READ LIST]

Very comfortable 1 MINIMUM 4 PER GROUP  
Fairly comfortable 2 CONTINUE  
Comfortable 3 CONTINUE  
Not very comfortable 4 THANK AND TERMINATE  
Not at all comfortable 5 THANK AND TERMINATE  
Don't know/Prefer not to answer 9 THANK AND TERMINATE



17. Sometimes participants are asked to read text, review images, or type out answers during the discussion. Is there any reason why you could not participate?

Yes	1	ASK Q18
No	2	SKIP TO Q20
DK/NR	9	THANK AND TERMINATE

18. Is there anything we could do to ensure that you can participate?

Yes	1	ASK Q19
No	2	THANK AND TERMINATE
DK/NR	9	THANK AND TERMINATE

19. What specifically? [OPEN END]

**INTERVIEWER TO NOTE FOR POTENTIAL ONE-ON-ONE INTERVIEW**

20. Based on your responses, it looks like you have the profile we are looking for. I would like to invite you to participate in a small group discussion, called an online focus group, we are conducting at [TIME], on [DATE]

As you may know, focus groups are used to gather information on a particular subject matter. The discussion will consist of about 8 people and will be very informal.

It will last up to 90 minutes and you will receive \$100 as a thank you for your time. Would you be willing to attend?

Yes	1	RECRUIT
No	2	THANK AND TERMINATE
Don't know/Prefer not to answer	9	THANK AND TERMINATE

## PRIVACY QUESTIONS

Now I have a few questions that relate to privacy, your personal information and the research process. We will need your consent on a few issues that enable us to conduct our research. As I run through these questions, please feel free to ask me any questions you would like clarified.

P1) First, we will be providing a list of respondents' first names and profiles (screener responses) to the moderator so that they can sign you into the group. Do we have your permission to do this? I assure you it will be kept strictly confidential.

Yes	1	GO TO P2
No	2	GO TO P1A

We need to provide the first names and background of the people attending the focus group because only the individuals invited are allowed in the session and this information is necessary for verification purposes. Please be assured that this information will be kept strictly confidential. GO TO P1A

P1a) Now that I've explained this, do I have your permission to provide your first name and profile?

Yes	1	GO TO P2
No	2	THANK & TERMINATE

P2) A recording of the group session will be produced for research purposes. The recordings will be used by the research professional to assist in preparing a report on the research findings and may be used by the Government of Canada to inform their work in this subject area.

Do you agree to be recorded for research and reporting purposes only?

Yes	1	THANK & GO TO P3
No	2	READ RESPONDENT INFO BELOW & GO TO P2A

It is necessary for the research process for us to record the session as the researchers need this material to complete the report.

P2a) Now that I've explained this, do I have your permission for recording?

Yes	1	THANK & GO TO P3
No	2	THANK & TERMINATE

P3) Employees from the Government of Canada may also be online to observe the groups.

Do you agree to be observed by Government of Canada employees?

Yes                    1        THANK & GO TO INVITATION  
 No                     2        GO TO P3A

P3a) It is standard qualitative procedure to invite clients, in this case, Government of Canada employees to observe the groups online. They will be there simply to hear your opinions firsthand although they may take their own notes and confer with the moderator on occasion to discuss whether there are any additional questions to ask the group.

Do you agree to be observed by Government of Canada employees?

Yes                    1        THANK & GO TO INVITATION  
 No                     2        THANK & TERMINATE

## INVITATION

Wonderful, you qualify to participate in one of our discussion sessions. As I mentioned earlier, the group discussion will take place on [DATE] at [TIME] for up to 90 minutes.

Group #	Audience	Region/Language	Time
Monday, February 6, 2023			
1 (SC)	Canadians 18-34	Moncton (EN)	4:00 pm EST / 5:00 pm AST
2 (SC)	Canadians 18-34	Montreal (FR)	6:00 pm EST
3 (DA)	Canadians 18-34	Winnipeg (EN)	6:00 pm EST / 5:00 pm CST
4 (DA)	Canadians 18-34	Vancouver (EN)	8:00 pm EST / 5:00 pm PST
Tuesday, February 7, 2023			
5 (SC)	Canadians 18-34	Toronto (EN)	5:00 pm EST
6 (DA)	Canadians 35-65	Winnipeg (EN)	6:00 pm EST / 5:00 pm CST
7 (SC)	Canadians 35-65	Montreal (FR)	7:00 pm EST
8 (DA)	Canadians 35-65	Vancouver (EN)	8:00 pm EST / 5:00 pm PST
Wednesday, February 8, 2023			
9 (SC)	Canadians 35-65	Moncton (FR)	4:00 pm EST / 5:00 pm AST
10 (SC)	Canadians 35-65	Toronto (EN)	6:00 pm EST
11 (DA)	Indigenous people 18-65	Eastern Canada (EN)	6:00 pm EST / 7:00 pm AST / 7:30 pm NST
12(DA)	Indigenous people 18-65	Western Canada (EN)	8:00 pm EST / 7:00 pm CST / 6:00 pm MST / 5:00 pm PST

Can I confirm your email address so that we can send you the link to the online discussion group?

We ask that you login a few minutes early to be sure you are able to connect and to test your sound (speaker and microphone). If you require glasses for reading, please make sure you have them handy as well.

As we are only inviting a small number of people, your participation is very important to us. If for some reason you are unable to attend, please call us so that we may get someone to replace you. You can reach us at [INSERT PHONE NUMBER] at our office. Please ask for [NAME]. Someone will call you in the days leading up to the discussion to remind you.

So that we can call you to remind you about the discussion group or contact you should there be any changes, can you please confirm your name and contact information for me?

First name

Last Name

email

Daytime phone number

Evening phone number

**If the respondent refuses to give his/her first or last name, email or phone number please assure them that this information will be kept strictly confidential in accordance with the privacy law and that it is used strictly to contact them to confirm their attendance and to inform them of any changes to the discussion group. If they still refuse THANK & TERMINATE.**

## Appendix E: Discussion guide

### Introduction (10-minute / 10 minutes total)

- Moderator introduces themselves (including pronouns) her/his/their role, the name of the firm the moderator works for, and the type of firm that employs them (that is, an independent marketing research firm).
- Offers land acknowledgment and encourages participants to share which Indigenous traditional territory they are joining from.
  - I would like to acknowledge that I am joining from the traditional and unceded territory of the Algonquin Anishinaabe nation. I recognize that we are all joining from different places and encourage you to share the Indigenous traditional territory you are joining from as part of your introduction later.
- Confirm participants are comfortable with the platform and some of the specific settings such as: how to mute and unmute themselves; where the hand raise button is; and the chat box.
- As mentioned, when we invited you to participate in this discussion group/interview, we are conducting research on behalf of the Government of Canada. These groups are being conducted for the Department of National Defence, more specifically, to explore matters related to the Canadian Armed Forces.
- Role of moderator: to ask questions, make sure everyone has a chance to express themselves, keep track of the time, assures participants that moderator has no special interest in, or knowledge of, the issues discussed.
- Role of participants: speak openly and frankly about opinions, remember that there are no right or wrong answers and no need to agree with each other. [Emphasize that this is a safe space.]
- Results are confidential and reported all together/individuals are not identified/participation is voluntary.
- The length of the session (1.5 hours).
- The presence of any observers, their role and purpose, and the means of observation (observers viewing and listening in remotely).
- The presence and purpose of any recording being made of the session.

### Establishing rapport (10-minute section / 15 minutes total)

[Moderator will ask participants to introduce themselves.]

- Introduction of participants: To get started, let us introduce ourselves.
- As you know, my name is Stephanie. I have been in public opinion research for 25 years and have a passion for qualitative research and getting to meet and speak with interesting people like yourselves. / As you know, my name is Doug. I became a researcher 30 years ago and I have come to truly love finding out what people think about all kind of different topics and issues.
- Now let us go around the virtual room. Please tell us what you feel comfortable sharing about yourself including your first name, what you do during the day, and one of your favour interests or hobbies.

### 1, Awareness and overall impression of the RCN (15 min / 25 minutes total)

**Rationale:** to understand overall, unaided, perceptions of the Royal Canadian Navy. This serves as a warm-up and context setting section that helps frame the conversation.

I'd like to start with some general questions about the Royal Canadian Navy (RCN).

- [chat box] Using the chat box to record your answers again, when you think of the Royal Canadian Navy (RCN), what first comes to mind?
- Have you recently seen, heard, or read anything in the media or elsewhere about the RCN? If so, what did you see, hear, or read?
- In general, how familiar would you say you are with the RCN and its activities? Where did you come by that knowledge?
- And what is your overall impression of the people who serve in the RCN? Why do you say that?
- Would you say your views about the RCN or the people who serve in it are the same or different than your views of the Canadian Armed Forces and the people who serve in the forces? How so? Why?
- [if not raised spontaneously] Would you describe the RCN as essential? Why or why not?
- [if not raised spontaneously] Would you describe the RCN as a source of pride? Why or why not?

## 2. Roles of the RCN (25 min / 50 minutes total)

**Rationale:** To explore the knowledge of and expectations for the roles that the RCN play in Canada and globally.

I'd like to spend a little time discussing the roles that the Royal Canadian Navy plays.

- In your opinion, what is the primary or main role of the RCN? Why do you say that?
- All things considered, do you think the RCN's job is easier or harder than it was a decade ago? Why do you feel that way?

[moderator to show on screen and read:]

### **The Royal Canadian Navy's Mission**

We are Canada's fighting force at sea. Alongside our allies, we protect Canadians from threats to our communities, our society, and our democracy. We promote Canada's economic prosperity and defend Canadian values.

- What is your overall impression of this mission? Why?
- Does it fit with your expectations or pre-existing knowledge of the RCN? Why or why not?
- To what degree/extent do you believe the RCN lives up to this mission? What gives you that impression?
  - To what degree/extent do they fall short, if at all? What gives you that impression?

The Royal Canadian Navy plays a number of roles.

[moderator to show on screen and probe RCN roles:]

- **Protect Canadians** - Our first job is to protect our sovereignty – defined as our right as a nation to govern ourselves and our territory. We secure our home waters and sea routes to North America in collaboration with other federal partners.

- **Support our economy** - Canada is a maritime trading and seafaring nation, generating close to \$4 billion of Canada's Gross Domestic Product. Our Navy supports and contributes to our economy by securing shipping routes and investing in local maritime industries.
  - **Making our world safer** - Canada's security and economic prosperity starts with ensuring the high seas are safe for all to use in accordance with the United Nations Law of the Seas.
  - **Increase Canada's global influence** - Our sailors have a global reputation for being a positive, professional and compassionate presence on the world stage. They act as floating ambassadors, promoting Canadian values around the globe.
  - **Securing our future** - With the return of international competition for world power and dominance, our Navy is the nation's "first deployer", and for good reason. Our sailors can provide a wide range of immediately available options for the Canadian Government to address any situation.
  - **Building our national identity** - Most Canadians live within a few kilometres of navigable access to the world's oceans. The sea plays a unique role in shaping our national identity. It deeply contributes to our shared identity, and longstanding historical, social and economic ties.
- Overall, what do you think of these roles/this information?
  - Was anything a surprise to you? What? Why?
  - As far as you're concerned, do these roles fit with your expectations of the RCN? Why or why not?
  - Are any of these roles more important than others? Which ones? Why?
  - What's your impression of how the RCN has performed these roles in the past? Do you think they have done a good or poor job? Why do you say that?

### 3. Recruitment and diversity in the RSN (15 min / 65 minutes total)

Rationale: to explore what drives positive and negative impressions of a career in the RCN for participants' personally and for others, in general and to understand perceptions of diversity in the RCN.

- [for those 18-34 and Indigenous peoples] Have you ever considered, or would you ever consider joining the RCN? Why or why not?
  - What would you say to a friend if they were considering it? Why?
  - Would it matter if they were a man, woman, or non-binary? Would it matter if they were Black, Indigenous or a Person of Colour (BIPOC)? Would it matter if they were a member of the 2SLGBTQIA+ community? Why?
- [for those 35-65] Would you recommend service in the RCN to a friend or family member? Why or why not?
  - Would it matter if they were a man, woman, or non-binary? Would it matter if they were Black, Indigenous or a Person of Colour (BIPOC)? Would it matter if they were a member of the 2SLGBTQIA+ community? Why?
- [if no to either] What would need to change for you to feel better about [joining or recommending] the RCN? Why?
- How do you envision a career in the RCN? Why do you say that?
  - What sorts of employment opportunities does the RCN offer? What kind of jobs?
  - Do you see it as a combat role or is it more than that?

- To the best of your knowledge, what are the benefits of a career in the RCN? Any others?
- What about the drawbacks of a career in the RCN? Any others?
  - Do you think a career in the RCN would be secure? Why or why not?
  - Do you think a career in the RCN would be well paid and have good benefits? Why or why not?
  - Do you think a career in the RCN offers many opportunities for advancement? Why or why not?
  - Do you think a career in the RCN offers many education opportunities? Why or why not?
- Are these benefits and drawbacks the same for any other environment in the Canadian Armed Forces (that is, the army or air force) or are they different? How so?
- Do you think members in the RCN are diverse and representative of Canada's population? Why or why not?
  - Probe in terms of Canada's multicultural communities; 2SLGBTQIA+ community; women
- What do you think may be some of the barriers that could prevent individuals of diverse backgrounds from joining the RCN? Why?
- Do you believe the RCN is respectful of the diversity of those serving? Why do you feel that way? What is informing that impression?

#### 4. Communications testing [if time permits] (10 min / 75 minutes total)

[moderator to show on screen]

I'm going to share my screen and show you a video that the RCN developed and shared on social media.

- [poll] First, please complete the poll to tell me, what is your overall impression of the video? Very favourable, somewhat favourable, neutral, somewhat unfavourable, very unfavourable.
- Why did you provide that rating? Please describe your overall reaction to the video. Why?
- What do you like? What do you dislike? Why?
- What was the main message of the video? Why?
- What does it say about the work/role of the RCN?
- What does it say about a career in the RCN? Why?
- In consideration of everything we have discussed here today, does it change your views (more positive or more negative) about the RCN in any way? Why or why not?
- Would it capture your attention? Why or why not?
- Is it memorable? Why or why not?
- Would it motivate you to do anything if you saw it? What? Why?
  - If you saw it in one of your social media feeds, would you "like it" or share it? Why or why not?
- What, if anything, would you change? Why?

#### 5. Communication needs and preferences (10 min / 85 minutes total)

Rationale: To understand participants information needs and where they would turn for information.

The last few questions I have for you are about your information needs and preferences.



- **[raise hand]** Raise your hand if you are interested in learning more about the RCN?
  - What would you most want to know or learn? Why?
  - Where would you expect to find that information? Why?
- In terms of seeking information about a career in the RCN, for yourself or others, what types of information would you want to know or learn? Why?
  - Where would you expect to find that information? Please be specific (i.e., if Google mentioned, which specific websites would you refer to for credible information)?
- **[if applicable]** What would you need to see or hear from the RCN to improve your impressions? Why?
  - Where or from whom should that information come? Why?

## 6. Conclusion (5 min / 90 minutes total)

[Moderator to request additional questions are sent via the chat box directly to the moderator and probe on any additional areas of interest.]

This concludes what we needed to cover tonight.

- Does anybody have any final thoughts or comments to pass along?

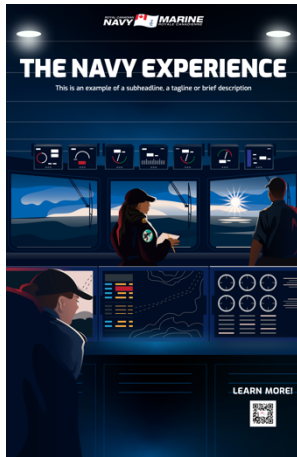
We really appreciate you taking the time to share your views. Your input is very important.

## Appendix F: Focus group testing materials

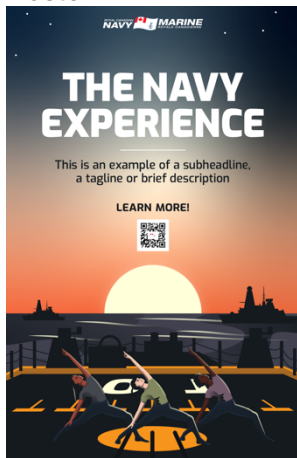
### Naval Experience Programme (NEP) Concepts

These three posters were shown to focus group participants following a discussion of their impressions of NEP after hearing its description.

Poster 1



Poster 2



Poster 3



## Social media video

The screenshots below are used to represent the 90-second video that was shared by the RCN on its social media platforms.

The video starts with the title “our navy” in big bold white letters across bird's eye footage of many ships in the ocean. It then shows “2022” in the same font over more footage. It goes on to a series of shots of ships and Royal Canadian Navy members performing their duties on the water. Footage of the docked ships and ceremony of a person receiving an award comes next with the subheading that reads “securing our futures” in the bottom left of the screen. The following footage is a series of Royal Canadian Navy members doing various jobs with the subheading “Support our Economy” in the bottom left corner. Shots of the Canadian flag and RCN members standing with the subheading “Increase Canada’s Global Influence” in the bottom left corner. It continues to a series of footage of helicopters and RCN members doing drills into the ocean with the subheading “make the world safer” and then “Protect Canadians”. More footage continues to capture the ships on the water and RCN members working together with the subheading “Build our National Identity”. Footage of RCN members reuniting and embracing loved ones, leads into messaging that reads “help lead fight help lead fight” ending with the Royal Canadian Navy logo in English and French and the final messaging “we are Canada’s Fighting force at sea”.

Screenshot 1



Screenshot 2



Screenshot 3

